

Austria	52.22	Indonesia	Rs3100	Portugal	Esc100
Bahrain	12.65	Iraq	Rs3.50	S. Arabia	Rsd10
Belgium	69.48	Italy	11.60	Stephen	Spa10
Canada	1.20	Japan	1.20	Spain	Euro12
Cyprus	23.75	Lebanon	Fr5.50	Sweden	Skr10
Denmark	104.90	Kenya	Rs1.50	Switz	Fr2.25
Egypt	52.25	London	Rs12.50		
Finland	Fr15.50	Lux	Fr1.50		
France	Fr15.50	Malta	Rs1.50		
Greece	1.10	Morocco	Rs1.00		
Hong Kong	HK\$12	Myanmar	Rs6.50		
India	Rs15	Neb	Rs3.00		
Indonesia	Rs16.00	Norway	Rs16.00	USA	\$1.00

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 30,483

Tuesday March 8 1988

D 8523

Thinking man's broker bows out, Page 19

World News

Business Summary

Gibraltar shootings prompt riots in Belfast

Violent went on the rampage in Belfast as anger over the killing of three Irish Republican Army (IRA) terrorists in Gibraltar swept through Republican areas. Police fired plastic bullets in West Belfast where ganga threw petrol bombs and hijacked buses. Shooting incidents were reported. Meanwhile security forces in Gibraltar searched for a car bomb and a fourth terrorist. Peace remains elusive, Page 20.

Gulf war missile barrage continues

Iran and Iraq continued to launch ground-to-ground missiles against each other's capitals. Iran said it had launched two missiles at Baghdad after three Iraqi rockets landed on Tehran.

Iran also said more air raid shelters would be built and emergency accommodation provided in the provinces for refugees from Tehran which had been hit by about 40 Iraqi missiles in a week. Soviet-Iraq ties appear, Page 5.

Panama ships stranded
As many as 14 ships were stranded outside the Panama Canal because Panama was demanding cash rather than cheques for dock services such as refuelling, food and water, reports in Washington said. Panamans angry, Page 20.

Anti-apartheid attacks

Anti-apartheid activists damaged petrol pumps in 37 Dutch towns in a protest against Royal Dutch/Shell's refusal to pull out of South Africa.

Colombian strike call

Colombian trade union organisations called for a one-day general strike to protest against widespread political violence.

Sri Lanka build-up

Sri Lanka sent 1,000 extra troops and 450 police reinforcements to Trincomalee where Tamil guerrillas killed 40 Sinhalese civilians last week.

Punjab protest

Indian opposition leaders walked out of parliament in protest against the Government's dissolution of the Punjab state assembly.

Aid for co-operatives

Soviet authorities published a draft law on co-operatives seeking to guarantee them equal rights with the state sector, freedom from price controls and permission to trade abroad, Page 3.

Talks on US bases

Fresh talks on the future of four US military bases in Greece began in Athens amid uncertainty over the impact of the recent improvement in Greek-Turkish relations on Athens' negotiating strategy, Page 3.

Afghan compromise

Pakistan was still fighting for a compromise over the issue of an interim coalition government when negotiations resumed in Geneva on the withdrawal of 115,000 Soviet troops from Afghanistan, Page 5.

S. African police sacked

Seven South African police reservists were dismissed for being members of the neo-fascist Afrikaner Weerstandsbeweging (Afrikaner Resistance Movement), Page 5.

Yeutter urges EC reform

US Trade Representative Clayton Yeutter urged the European Community to cut farm subsidies as a way of tackling the problems of high food surpluses and low prices.

Horse stops flight

A horse broke out of its box on a New York-bound Spanish airliner carrying 223 passengers shortly after take-off from Madrid. The pilot turned back for safety reasons and later took off again, without the horse.

Rank pays \$180m for US theme park group

RANK ORGANISATION, UK leisure and entertainment group, has announced the \$180m acquisition of Albert Enterprises, a privately owned American leisure company based in Bushkill, Pennsylvania, which owns the franchises of the Yogi Bear, Jetlysons Park and Safariland resorts, Page 20.

WALL STREET: The Dow Jones Industrial average closed down 1.49 at 2053.37. Page 44.

LONDON: The sudden upswing in the pound against both the dollar and the DM led to sales of dollar earners, such as Glaxo and Shell, as well as other exporters, including ICI, which will feel the pinch in Germany. The FT-SE ended the day 16.3 down at 1,412.2. Page 44.

TOKYO: A wait-and-see mood prevailed in Tokyo, leaving the market weaker at the close. The Nikkei average ended 10.96 points lower at 25,516.58, having reached a high of 25,562.58 against a low of 25,567.58. Page 44.

DOLLAR: closed in London at DM1.5765 (DM1.5885); FF15.5750 (FF15.7175); SFY1.2840 (SFY1.2950); and Y128.10 (Y128.75). Page 32.

STERLING: closed in London at \$1.8155 (1.7735); DM3.10 (DM3.0475); SFY2.5175 (SFY2.4825); and Y123.00 (Y123.50). Page 33.

CARLO DE BENEDETTI: Italian industrialist who is striving with control of Société Générale de Belgique, Belgium's most powerful company, said his mounted "camp followers" include Philips, Dutch electrical group, and Nestlé, Swiss food multinational. Page 21.

JAPAN: overtook West Germany last year to become the world's largest holder of non-gold reserves, the International Monetary Fund (IMF) said. Japan's reserves totalled 57.1bn Special Drawing Rights (SDRs) at the end of 1987, up from 34.5bn a year earlier. West Germany's increased to 55.5bn SDRs from 42.5bn.

WARNER Communications: US entertainment and communications group, has emerged as the front-runner in Hollywood's bidding for control of Lorimar-Television, film studio troubled by erratic financial management and unsuccessful diversification. Page 21.

GENERAL ELECTRIC: US industrial products group, launched a \$423m, or \$45-a-share, option bid for Royal, kitchen and garden equipment maker which agreed recently to a takeover offer from Whirlpool, a competitor. Page 21.

PLESSEY: UK defence and electronics group, is seeking to enter the Canadian defence market through a C\$100m (\$1.37m) bid for Legit Instruments, Ottawa-based defence electronics manufacturer. Page 26.

LLOYDS BANK: smallest of the big four British clearing, has set up an international private banking group based in Geneva. Page 24.

GPA GROUP: international aircraft leasing company based at Shannon in the Irish Republic, has surprised creditor banks with a request to increase the amount of a financing raised last year. Page 24.

BANK JULIUS BAER: Swiss bank, is lifting its dividend from 18 per cent to 19.5 per cent for 1987 following a 13 per cent improvement in net profit.

KLÖCKNER-HUMBOLDT-DEUTSCH: troubled West German diesel engine and agricultural machinery group, which announced 6,000 redundancies at the end of last year, has revealed it will probably make a loss of DM200m (106m) for 1987. Page 21.

ABERCOM: South African engineering company, has restricted itself by selling its lease-making Davidson Film unit and concentrating its operations in South Africa, freeing itself from guarantees and cancelling rental commitments. Page 21.

GOODISON: turbulent times

SIR NICHOLAS GOODISON: chairman of the International Stock Exchange in London, is the surprise choice to be the next chairman of the Trustee Savings Bank Group, the broadly based UK banking group.

SIR NICHOLAS: will have completed nearly 12 years as Stock Exchange chairman, covering a turbulent period which has taken in the Big Bang deregulation and the opening of the market to international firms, together with the implementation of a technological revolution.

"I never was intent on setting a record," he said yesterday. "The new structure is now built, and I am satisfied that it is sturdy and competitive. It is time for me to move to something new."

SIR NICHOLAS: has spent his career in stockbroking, having joined the family firm, H.E. Goodison, in 1958. He will resign his directorships of General Accident and the Ottoman Bank.

His decision to step down from the Stock Exchange leaves open the question of his successor.

Elections: will be held in the autumn.

GOODISON: turbulent times

SIR NICHOLAS: will leave his ex officio position on the Takeover Panel and also step down from the board of the Securities Association.

TO PREPARE: for his new job he will join the TSB Board as a non-executive director on April 22.

SIR JOHN READ: was appointed chairman of the TSB Central Board in 1986 and has steered the group through an important period in which it has

become a listed company and subsequently has made major acquisitions, notably last year of the merchant banking group Hill Samuel.

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EUROPEAN NEWS

Local difficulty tarnishes French right

BY IAN DAVIDSON IN PARIS

THE political solidity of France's right-wing governing coalition has received a severe symbolic setback in the unusual by-election at Lille, in a split between two junior coalition partners, the Republicans and the Centrists (CDS), which between them dominate the non-Gaullist UDF umbrella organisation.

Both these parties are committed to support the candidacy of Mr Raymond Barre in the forthcoming presidential election and the split in the circumstances of this by-election would not necessarily have a big impact on the outcome of that election.

But since the emphasis of political comment in France is starting to focus on the probabil-

ity that the presidential election will be followed by general elections, loyalty and national discipline between the members of the UDF may play a significant role in shaping the image of Mr Barre in the presidential election and could be crucial for the chances of the UDF parties in a general election.

In the case of the Lille by-election for a seat on the departmental Council General, the UDF had agreed at national level that its official candidate would be Mr Jean-Jacques Descamps, junior minister for tourism and member of the Republican Party. In Lille, however, and against the vociferous protests of the leaders of the Republican Party in Paris, the

Centrist party decided to challenge the official candidacy of Mr Descamps by supporting Mrs Jeannine Delosse, widow of the member whose death caused the by-election.

In the first round on Sunday,

the Centrist rebellion paid off: Mrs Delosse came well in front with just over 37 per cent of the votes, while the Socialist candidate came second with 21 per cent, driving Mr Descamps into third place with 30 per cent.

Mr Descamps is making the best of a bad job, by withdrawing from the second round in favour of Mrs Delosse, while Mr Pierre Maheuguer, national leader of the CDS, has pointed out that the combined effect of the votes for

the two rival UDF candidates had

been to reduce the score of the Socialists and of the extreme right-wing National Front.

In the next week or two, President Mitterrand is widely expected to announce that he is standing for re-election, and most commentators assume that if re-elected (a hypothesis which gets consistent support from the polls), he would be likely to call general elections. The presidential contest is likely to provoke antagonism within the governing coalition between the two main right-wing candidates, Mr Barre and Prime Minister Jacques Chirac; and the spread of similar rivalries to the components of the UDF can only play into the hands

of the Socialists.

The probability of fresh general elections has been underlined by repeated declarations by Gaullist leaders in recent days.

that the presidential election will mark the end of "co-habitation" between a Socialist President and a right-wing government.

The Gaullists are deploying a two-edged argument which could rebound against them. They need to tread the fine line between justifying the co-habitation of the past two years and denouncing any repetition of co-habitation in future; and they need to frighten the electors with the idea that the re-election of Mr Mitterrand will bring back a Socialist majority to parliament.

US makes final attempt to halt Eurofighter

BY DAVID GOODFELLOW IN BONN

THE US Government yesterday told defence ministry representatives from Britain, West Germany, Italy and Spain, that its own alternative to the four-nation European Fighter Aircraft (EFA) would cost less than half as much with only a 15 per cent loss of operational effectiveness.

But the belated attempt by the Pentagon to persuade the EFA countries that they should reconsider their system project - agreed only days ago

in favour of one of the most ambitious US-European armaments collaboration plans ever envisaged is almost certainly too late.

EFA is intended to provide up to 300 aircraft which will enter service in the mid-1990s as the main Nato fighter-interceptors and ground-attack aircraft. According to figures provided by Mr Dennis Kleine, a deputy under-secretary of defence at the Pentagon, the EFA project will involve research expenditure of \$600 to \$800 million and cost \$300 to \$400 per aircraft. The US alternative, the F-16, will, he claimed, require research expenditure of only \$300 and \$400 per aircraft.

W Germany 'slow to shift emphasis to growth sectors'

BY ANDREW FISHER IN FRANKFURT

WEST GERMANY has lived down the "Euroscarlos" tag of a few years ago to become the world's leading exporter but its industry has been less dynamic than that of the US and Japan in shifting emphasis to such growth sectors as electronics, the IFO economic research institute said.

This was true for research and development, as well as production. The Munich-based institute said in a report on West German industry's competitiveness. Overall, though, West Germany's competitive position had not become significantly worse in advanced technologies in the 1980s.

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Uncertainty over Athens strategy on US bases

BY ANDRIANA IERODIACONOU IN ATHENS

A NEW ROUND of talks on the future of the four US military bases in Greece began in Athens yesterday amidst uncertainty over the impact of the recent improvement in Greek-Turkish relations on Athens' negotiating strategy.

The Greek Socialist Government had linked an extension of the bases' tenure to securing US help towards ending Turkey's 14-year occupation of part of Cyprus and in fending off Turkish claims to extended sea and air space rights in the Aegean. The current agreement on the bases' operation expires next December.

Washington had declared its opposition to linking the bases with the Aegean and Cyprus before the start of negotiations.

Last month, however, Dr Andreas Papandreou, the Greek Prime Minister, declared that "the triangular relationship whereby Greece has pressured the Americans to pressure Turkey to solve our problems has been historically overtaken by events".

He was speaking three weeks after a landmark meeting with Mr Turgut Ozal, his Turkish counterpart, in which the two leaders struck a "no war" pact and agreed on a series of measures to ease bilateral tensions.



Papandreou: doubts on 'triangular game'

After a second meeting with Mr Ozal in Brussels at the end of last week, Dr Papandreou explained that he had not intended a change in Greece's negotiating strategy in the bases' talks. He said, however, "I do not have the feeling that this triangular game can be as effective as it might have been in the past". This implies that the heart may have gone out of this strategy.

Main Austrian bank appoints chairman

BY JUDY DEMPSEY IN VIENNA

CREDITANSTALT-BANKVERBUND, Austria's largest bank, yesterday appointed Mr Guido Schmidt-Chiari, deputy chairman since 1981, as chairman of the board.

Mr Hannes Androsch resigned in January as chairman of the board.

The appointment ended weeks of political speculation. The chairmanship of Creditanstalt, of which the Austrian State is majority shareholder, is politically sensitive.

Mr Schmidt-Chiari, 55, who joined Creditanstalt in 1958, takes over the bank as the Social-led coalition government is slowly introducing a cautious privatisation of the State-run industries and the banks.

Banking sources say that, in time, this privatisation will reduce political interference so that non-political appointments will be made, and people chosen, primarily because of administrative ability rather than through political allegiance.

The chairman of Austria's other State-owned banks are also political appointees, elected by

their supervisory boards, which have balanced membership representing the conservative People's Party and the Socialist Party, respectively the junior and senior parties in the governing coalition.

Mr Schmidt-Chiari - who is well known in international banking circles, particularly in securities operations and international relations - is regarded by his peers as cautious and sound. His appointment is expected to bring a period of calm to the bank after often critical publicity during Mr Androsch's last few months as chairman.

The latter, a former finance minister and vice-chancellor in the socialist government between 1970 and 1981, resigned from Creditanstalt after a court in Vienna found that he had lied to a Parliamentary Committee in 1980 and 1981 over tax irregularities.

Meanwhile, discussions are continuing in the coalition government over who should have the chairmanship at the Austrian National Bank. Mr Stefan Koren, the chairman, recently died.

Shippers try to beat pirates in Lebanon

BY GEORGE GRAHAM IN PARIS

INTERNATIONAL SHIPPERS are trying to set up a taskforce to combat the rising incidence of cargo theft in Lebanon.

The International Maritime Bureau (IMB), a division of the Paris-based International Chamber of Commerce, is appealing for \$20,000 from private shipping and insurance companies to fund an investigation of Lebanese piracy.

Mr Eric Ellen, director of the IMB, said that the problem of ships "deviating" into Lebanese ports controlled by Christian or Muslim militia was accelerating.

"Since governments can't stop it, it's time for industry to do something," he said.

The IMB said that at least 15 ships, carrying cargoes worth at least \$30m, have been diverted into Lebanese ports while passing through the Mediterranean. Goods ranging from chick peas to

PVC pipes, destined for consignees in other countries, have been fraudulently sold.

Sala'a, a port south of Tripoli, has featured in a series of vessel deviations, and at least three other small ports in Lebanon are known to receive stolen cargoes, the bureau said.

In a typical case, a ship bound from Ghana to Alexandria put into a Lebanese port in May and sold its entire 1,000-tonne cargo of cocoa beans, worth \$1.6m, to local buyers. The ship owners and the crew, whose whereabouts are unknown, are thought to be by the IMB to have shared the proceeds.

Cargo owners are finding that insurers refuse to pay out for such losses, on the ground that the owners did not carry out enough checks on the trustworthiness of the ship owners or operators.

Moscow protesters jailed

BY CHRISTOPHER BOBINSKI IN MOSCOW

SIX participants in a demonstration in Moscow on Sunday calling for the destalinisation of Soviet society have been sentenced for public order offences.

The six were given prison terms ranging from five to 15

days. More than a dozen other demonstrators are due to appear in court tomorrow on similar charges, according to Mr Jurij Mirinov, a member of the Perestroika 88 group which organised the demonstration.

EC unemployed total rises

THE TOTAL number of unemployed in the 12 European Community countries rose to 16.7m in January - up by 2.6 per cent from December but 2.7 per cent down from the total for January 1987, the EC's statistics office Eurostat said. Reuter reports from Brussels.

It said the increase was due mainly to seasonal factors. It did not give the unemployment rate.

The unemployment trend continued downwards in the Netherlands, Belgium and Britain, it added.

FINANCIAL TIMES, USPS No 109440, published daily except Sundays and holidays. US subscription rates \$365.00 per annum. Second-class postage paid at New York, NY, and at additional mailing offices. POSTMASTER: send address change to FINANCIAL TIMES, 44 East 50th Street, New York, NY 10022.

EUROPEAN NEWS

Ecevit quits as leader of left-wing party

MR Bulent Ecevit, a former Turkish Prime Minister and a national hero when he ordered troops into Cyprus in 1974, stepped down yesterday as head of the Democratic Left Party (DLP) but vowed to stay in politics, Reuter reports from Ankara.

"The most challenging decision I have ever made in my political life is resigning from the DLP leadership," the three-times prime minister told a party congress.

The DLP's fortunes have been declining amid squabbles with the main opposition Social Democrat Populist Party (SDP), which have hurt the image of Turkey's once-powerful left.

"If there are people who think my resignation means abandoning the DLP they are wrong as those who claimed I had abandoned the Republican People's Party (RPP)," Mr Ecevit said.

The DLP's successor is Mr Ecevit's RPP, which was banned with other political groups after an army coup in 1980 ended a chance in which more than 5,000 people were killed.

The DLP, which advocates a Western type of democracy without any restrictions but has no coherent economic policy, failed to win any parliamentary seats in last November's general elections, the most open since the 1980 coup.



Gorbachev: lack of consumer goods is an embarrassment

Soviet move to aid co-operatives

BY CHRISTOPHER BOBINSKI IN MOSCOW

THE SOVIET authorities have published a draft law on co-operatives seeking to guarantee them equal rights with the state sector, freedom from price controls and permission to trade abroad.

More than 8,000 co-operatives employing around 200,000 people have been set up in the Soviet Union since Mr Mikhail Gorbachev eased restrictions on non-state controlled economic activity

beginning in 1986.

The sponsors of the law evidently hope that the co-operatives which already function in the service sector will also undertake production of consumer goods, the lack of which is a severe embarrassment to Mr Gorbachev.

The Soviet Union has seen the establishment of co-operative restaurants, medical clinics and beauty salons but the law now seeks to encourage companies recycling waste and producing industrial goods.

The co-operatives which are jointly owned will be able to issue shares to their members as well as employees.

Under the law the Government will seek to keep profits in line with public policy through taxes rather than direct instructions as has been the case traditionally.

Matched against the vast scale of the Soviet economy

the co-operative movement is small but it has already attracted criticism from conservatives pointing out that profits are too high.

Practice until now has shown that they have been hampered by bureaucratic restrictions.

For reformers, they are designed to prove that a sector independent of central control and working on a profit and loss basis can produce results.

This explains much about the fight last month.

The fight in the Pechnitski district started, as ever, when local youth in a discotheque objected to the Usbekis dancing with "other" girls. When news of the row reached the hostel the inhabitants streamed out on to the snow-covered open ground for the battle.

The Moscow party leadership has sought to stem the influx, pointing out that the city's population, now at almost 9m, is a million greater than had been foreseen by the planners for 1990 with all the attendant strain on welfare facilities.

Violence as such is not new in Moscow. There were fights when Spartak, the top Moscow football team, played Dynamo from Kiev. Groups sometimes come in from outlying districts to the city proper to "sort out" Moscow youths.

But it is also fairly clear that the people in the flats surrounding the hostel, where several inmates share each room, would prefer that it was inhabited by Europeans rather than Asians.

Moscow street fight points to labour problem

REPORTS OF a major street brawl with racial overtones last month in a Moscow suburb have highlighted the social problems presented by the influx of labour into the Soviet capital.

The Saturday night fighting lasted several hours, until the police managed to get the situation under control. It resulted in 18 arrests as well as minor injuries. Now police patrols with dogs are out in the Pechnitski area in South East Moscow to prevent a recurrence.

The clash centred on a workers' hostel housing some 500 youths, mainly from Uzbekistan, who had been recruited as labour for the mammoth Lenin Komsomol car factory nearby.

In Moscow as elsewhere factors have recruited from all around the country. Since 1971 some 700,000 *limitchiki*, as they are known, have been drawn by the relative attractions of the Soviet capital. Once there, however, industry has sought to

Do seat belts restrict your thinking?



Somehow you can't quite imagine Albert Einstein mulling over a mind-bogglingly brilliant concept strapped into a plane with a pre-packed lunch on a plastic tray.

Or Wolfgang Amadeus Mozart composing his Horn Concerto in E flat in a car in a contraflow.

Can you picture a tycoon planning his next take-over whilst overtaking in the rain?

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Makes you think, doesn't it?

INTERCITY

AMERICAN NEWS

Lionel Barber reports on Cuban Americans' successful attempts to flex their political muscles

Bush basks in Reagan's reflected glory in Miami

MR Jorge Mas Canosa is Mr Cuba-American in Miami. A businesman by vocation, he is also the leading voice for the Hispanic community in the city, a lobbyist with well-oiled connections in Washington who can count President Reagan as a close contact. Every presidential candidate, Republican or Democrat, would like Mr Mas Canosa's endorsement. "When he picks up the phone," said Mr Alfredo Duran, a prominent Cuban-American, "he can raise thousands of dollars in a matter of minutes."

Cuban-Americans are one of the US postwar success stories.

Cuban-Americans arrived in Miami some 25 years as political refugees from the Castro regime, and as such they do not see themselves as immigrants. Educated and industrious, their is one of the great post-war US economic success stories.

The lucky beneficiary will be Vice President George Bush. This illustrates a key point about today's Super Tuesday elections - however much Mr Bush's link to President Reagan may have hurt him early in the campaign, it helps him now in the South.

In Hispanic eyes in this part of the US, Ronald Reagan comes close to deity. "He gave us a hearing after (President Carter) said Mr. Donato Moreira, a director of the Cuban-American National Foundation, the umbrella lobbying organisation set up by Mr Mas Canosa. "Reagan helped the Cuban-American community mature as a political force."

Cuomo's stirring song is music to many US ears

EVER SINCE Mr Paul Kirk, the Democratic Party chairman, rapped him over the knuckles late last year for stealing the limelight from the party's presidential candidates, Governor Mario Cuomo of New York has reduced his public speaking engagements and kept a comparatively low profile.

Yet there he was, exactly a week before Super Tuesday, a long way from home, jolting with an audience at Trinity College in San Antonio, Texas that he was "the only out-of-town politician

BY STEWART FLEMING



Will Cuomo run? It's all in the mind, so far at least

in the South who is not looking for a better job."

Indeed, until his surprise declaration of non-candidacy on a radio talk show just over a year ago, most observers reckoned he would be in the thick of the race this spring. His impressive keynote speech to the Democratic convention in 1984, followed by the magnitude of the party's defeat in the presidential election, automatically put him in the front rank for 1988.

His consistent denials notwithstanding, speculation persists that he would take a better job if it were offered. This is based on the presumption that, somehow, the Democrats will not find the answer to their prayers, either today or in the weeks ahead, and that this will inevitably lead to another wave of conjecture about a dark horse candidate emerging between the California primary in June and the convention the following month.

History suggests it does not work this way and that candidates with delegates, rather than the backroom power-brokers, are ultimately decisive.

But this will not stop the speculation,

and, judging from his performance at Trinity College, Mr Cuomo himself, at least, toys with the prospect. In particular, he shows no reluctance about trying to establish himself as the Democrat with the most comprehensive vision of where the party ought to be leading a troubled America. In doing so he is also prepared, both implicitly and explicitly, to criticise the declared Democratic contenders.

If I were a candidate . . . Mr Cuomo began to tell his audience of well-heeled Texas conservatives, only to be interrupted by a spontaneous round of applause. "No, no," he broke in, shuffling through the pages of a

US pressure on Panama canal tolls

By Kevin Brown, Transport Correspondent

THE PANAMA Canal Commission will decide later this week whether to stop accepting toll payments drawn on local banks, a senior official said yesterday.

It provoked fury from Mr Luiz Carlos Bresser Pereira, the then Finance Minister, but was upheld in an interim verdict.

Since then, Mr Bresser's successor Mr Mailson da Nóbrega has shown interest in allowing the status quo to continue. Last week Dr Wolfgang Sauer, Autolatina's president, went to Brasilia to discuss the case and Mr Carl Hann, president of Volkswagen worldwide, was due to make a courtesy call to President Jose Sarney yesterday.

The deal, which is expected to be announced formally shortly, will end the most serious clash between the Brazilian government and multinational companies in recent years.

The dispute, which began in November when Autolatina ignored an officially authorised government price rise of 10.8 per cent and lifted its charges by 28 per cent, the defiant move, which stunned other manufacturers, was justi-

fied on the grounds that Brasilia had itself ignored an earlier agreement to free prices in its haste for the right to set its own prices for cars and trucks.

Lawyers for the company were yesterday in Brasilia agreeing the terms for the withdrawal of an action in the Federal Appeals Court which attempts to force the government to adhere to an agreement leaving pricing to the manufacturers.

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Peru to introduce tough economic policy

BY BARBARA DURR IN LIMA

THE PERUVIAN government is poised to introduce a tough economic adjustment programme, abandoning the economic strategy it has followed since 1985.

President Alan Garcia was due to outline the new policy, which is a rejection of the country's heterodox consumption-led growth model, in a nationwide television address last night.

Mr Gustavo Saberhagen, the Minister of Economy and Finance, will give more details in a national broadcast tonight.

The programme includes a sharp devaluation, steep price increases, followed by a six-month wage and prices freeze. The basic official exchange rate of the inti will be cut by 26.5 per cent, from 33 intis to the dollar to 45 intis.

Shipowners said changes in the toll procedure would be unlikely to cause serious problems. The most likely requirement would be for payments to be made either by drafts drawn on certified foreign banks, or through the Commission's US banks.

They said the dispute was not greatly important to the future of the canal, since average payments work out at only around \$450 for the largest ships able to transit.

There was also little support for US suggestions that the management of the canal had declined since 1977 because of political appointments to auxiliary services by the Noriega regime.

The canal has so far been unaffected by the political unrest.

In Washington, the State Department said it may take retaliatory action against Panamanian flag ships in a dispute over the canal treaty.

The US claims that a small lights and buoys tax implemented in February breaches a treaty provision preventing local taxes on canal shipping.

The unrest followed a statement three weeks earlier by the Catholic church about the company, particularly the level of

Exporters are to receive 63 intis and importers will pay 90 intis, except for basic foodstuffs and medicines and certain industrial imports, particularly for export industries.

The devaluation will be accompanied by steep price rises - petrol will increase between 70 and 100 per cent, bus fares will double, and the sales tax will go up to 20 per cent from 7.5 per cent.

To compensate, the minimum monthly wage will more than double to approximately 4,700 intis from 2,200 intis. Interest rates will jump to 55 per cent from 32 per cent.

The supply of dollars available through banks for tourism will be cut, and all subsidies and tax-breaks will be eliminated, according to Mr Daniel Carbonetto, President Garcia's Economic Adviser.

"This is an orthodox adjustment and it's brutal, but it's indispensable," Mr Carbonetto said.

Garcia to unveil policy

Peru's inflation rate has been heading for 300 per cent, registering 12.8 per cent in January and 11.8 per cent in February.

Mr Carbonetto estimated that after these measures inflation in March could rise to as much as 40 per cent. But a price and salary freeze will also be immediately imposed for six months to help bring inflation down to about 3 per cent a month, he said.

There will be a strict allocation of its few dollar resources to industries that produce for export and for basic "social" production.

Exports must be promoted to earn foreign exchange and import financing will be tied directly to export income, Mr Carbonetto said.

Canute James reports on the sternest test of President Balaguer's power

Dominican Republic erupts in violence

THE GOVERNMENT of President Joaquin Balaguer of the Dominican Republic will this week face its sternest test since taking office a year and half ago.

The President has called out the military in an effort to quell three weeks of strikes and violent anti-Government protests over rising prices and low wages.

Strike leaders are calling for a general strike tomorrow. Teachers are planning marches from rural towns to Santo Domingo, the capital, and Government-employed doctors say they will strike for higher wages.

The unrest followed a statement three weeks earlier by the Catholic church about the company, particularly the level of

poverty, unemployment, health, low wages, poor power and water supplies, corruption and high food prices.

The current protests in the Caribbean nation of 6m people began with a complaint from small farmers in Sanchez Ramírez province in centre of the country, that the state-owned Rosario Dominicano gold mine was contaminating rivers, lakes and the atmosphere with cyanide and sulphur.

Although the company denied charges, the complaints mushroomed into protests about economic conditions in the country.

Protesters blocked roads with garbages and then set fire to the barricades, while vehicles and

business places were burnt and looted.

The protests have been more violent in the Santiago de los Caballeros, the second-largest city, and in the poorer sections of Santo Domingo. Armed gangs have been forcing businesses to stay closed. Seven people have been killed in the disturbances, while many more have been injured and hundreds arrested.

President Balaguer threatened to use force to end what he said was an "anti-social and subversive plot." He said the Government would go "as far as is necessary to re-establish order."

This had little impact on the protesters, who were equally unmoved by the President's offer

to increase the national minimum wage by 25 per cent and the wages of public and private sector workers by a third.

Central to the protests has been the rising cost of living, particularly for food, with inflation last year at 35 per cent after 10 per cent in 1986.

Government officials point to economic growth of 9.8 per cent last year, following 1.3 per cent in 1985. The growth has been fuelled by expansion in tourism and new investments in light industrial free zones, and a substantial public works programme implemented by the Government.

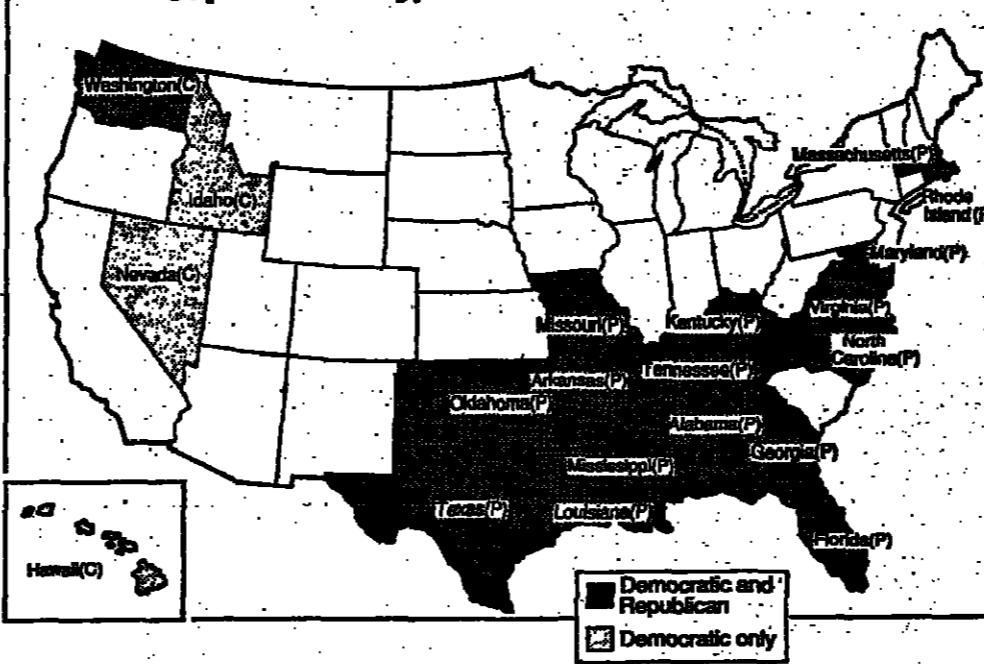
But the economy has been hard hit by the deterioration of the sugar industry, caused by low

world prices and a progressive reduction of the country's quota on the US market.

The country has a foreign debt of \$4bn on which the Government is making infrequent payments on interest, having suspended payments on principal. Government officials have said that if the suspension were to be lifted the country would have to tolerate a debt service ratio of 70 per cent.

President Balaguer's promise to crush the protests with armed force, while at the same time conceding some legitimacy to the strikers' arguments by agreeing to increase wages, will cause him some political damage.

Super Tuesday, Primaries And Caucuses



Dukakis machine cuts swathe in North Carolina

BY NANCY DUNNE

ON THE county fairgrounds, in a large hall pungent with the smell of barbecue, the Old South unexpectedly clapped to its xenophobic boom: a Yankee would-be President - Governor Michael Dukakis of Massachusetts.

The masterful Dukakis campaign had produced a rare show for the Davidson County, North Carolina, Democrats. Few had ever seen a presidential candidate before, and the stage for the performance had been set with superb precision.

Children romped on the bales of hay set up near the stage for "photo opportunities". A local band wailed out country music, and a sense of building excitement was palpable. When the Governor finally appeared, looking slight and swarthy among the crowd of local political power, the tenses expectation turned to heated applause.

Governor Dukakis, as ever the passionless but genial technocrat, played the crowd skilfully. A few self-deprecating jokes were followed by a promise of jobs with good wages and a promise to "make America number one again." When he vowed "to bring integrity back to the White House," the crowd erupted in a standing ovation.

"I've got a good feeling in my gut," a local organiser told him when he departed an hour later. "I feel pretty good myself," he replied - with reason.

If he carries North Carolina, the third most populous state in today's Tuesday extravaganza (and one poll has him leading all rivals but the Rev Jesse Jackson), and if he can do well in the rest of the South, Mr Dukakis will have fortified his position strongly for the primaries ahead in the large Northern states.

The state was targeted early by the Dukakis organisation for particular effort. Two decades of progressive North Carolina governors, emphasising economic development and capitalising on the presence of three prestigious universities, have produced a prosperous, balanced economy not dissimilar to that of Massachusetts.

Both are coastal states with mountains in the west and beaches to the east, where environmental concerns run deep. The central section of North Carolina, the Piedmont, has long attracted settlers from the North who brought with them factories and high technology industries.

Mr Sam Taylor, press spokesman for North Carolina's Commerce Department, said Gov Dukakis's claim to having created 300,000 jobs in seven years produces much chutzpah in a state which has added the same number in the past three years.

There are pockets of discontent, however, particularly in the textile industry - the state's largest single employer - which is potentially fertile ground for the populist/protectionist message of Congressman Richard Gephardt.

But the Gephardt message must first be heard, and funds are running low. The Congressman did not even open a state



THE PRESIDENTIAL RACE '88

Gore of neighbouring Tennessee provokes little recognition among the uninterested electorate, although his 30-second television commercials have been running for several days.

Even among the more politically aware, the Senator seems to have been hurt by his poor showings in the Iowa caucuses and the New Hampshire primary. "I hate to vote against a Southern person," said Mrs Voncie Moser of Thomas Sanford, a Dukakis supporter. "But we've got to have a winner."

However, Mr Gore, who leads Jesse Jackson in one private poll, cannot be written off in North Carolina. His endorsement by the state's popular Senator Terry Sanford and former Governor Jim Hunt brought with it an important statewide network of county leaders and contributors.

But rival organisers say his campaign has failed to exploit that network and they criticise his television advertisements which do little more than introduce him as an attractive Southerner.

OVERSEAS NEWS

Pakistan fights hard for Kabul interim coalition

BY WILLIAM DULLFORCE IN GENEVA

PAKISTAN was still fighting for a compromise over the crucial issue of an interim coalition government, when negotiations resumed here yesterday on the withdrawal of 115,000 Soviet troops from Afghanistan.

Asked if he had made any progress in a two-hour morning session of indirect talks with Mr Abdul Wali, his Afghan counterpart, Mr Zain Noorani, Pakistan's deputy foreign minister, declared: "I do not have to make any progress. The other side has got to make the progress."

Mr Noorani said he was looking for co-operation from the Kabul Government and Moscow to ensure that there should be calm and peace in Afghanistan when the Soviet forces withdraw.

Pakistan has been insisting that the Soviet withdrawal be synchronised with the establishment of a broadly based interim government including representatives of the mujahideen guerrillas.

Mr Noorani had apparently not changed from this position yesterday after his flying visit to

Islamabad at the weekend. There he attended talks between the Government and opposition parties aimed at achieving a national consensus on Afghan issues.

Most opposition leaders had reportedly urged the Government to sign the agreement, which was almost completed in Geneva last week, under which Soviet forces would start pulling out 60 days after signature. Under the terms of the agreement they would complete the withdrawal within nine months with half their forces leaving in the first three months.

The Soviet Union, the US and the present Communist regime in Kabul have refused to make agreement on the pullout, conditional on the formation of a coalition government. Their position is that a new government can only be decided on by the Afghans themselves after the Soviet forces have left or during their withdrawal.

Mr Diego Cordovero, the UN mediator, had scheduled no further talks yesterday.

Gulf war missile barrage upsets Soviet-Iran ties

BY OUR MIDDLE EAST STAFF

STRAINED relations between the Soviet Union and Iran resulting from the Iraq missile barrage on Tehran, Mr Mohammed Javed Larjani, the Deputy Foreign Minister, said on Sunday. "Any missile bomb given to the torturing regime of Iraq by the Soviet Union will first hit Tehran-Moscow relations before hitting Iranian soil."

Despite Soviet denials, military analysts still believe that they are Soviet manufactured Skud B boosted by "strap-on" rockets giving them the range to reach Tehran. It is 250 miles from the front compared with the weapon's normal range of 150 miles.

Enhancing their capability would be a comparatively simple operation that the Iraqis could probably undertake themselves although the rockets might have been supplied by North Korea, they say.

Amid clear indications that the Iranian leadership had been

shaken by the blitz, which has led to an exodus of people from Tehran, Mr Mohammed Javed Larjani, the Deputy Foreign Minister, said on Sunday. "Any missile bomb given to the torturing regime of Iraq by the Soviet Union will first hit Tehran-Moscow relations before hitting Iranian soil."

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Islamic fundamentalism makes its mark in Philippines

Richard Gourlay on an Imam's controversial foray into local politics

IN A REMOTE Moslem corner of the southern Philippines, teachers of Islam have made a controversial foray into party politics by winning office in the recent local elections.

The move has not only disturbed the small Christian minority and the traditional lay Moslem politicians. It is also threatening to provide a more fundamentalist foundation for Moslem insurgents who have been sporadically fighting for independence or autonomy for 15 years.

Dr Mahdi Mutilan, the founder of the Ompia (Reform) party was causing waves in Marawi City, in backward Lanao del Sur province, even before he beat the administration's candidate last month to become the Mayor. He set up the poorly funded party less than two years ago with hundreds of fellow Imams from mosques throughout the province and some lay Moslems.

For the minority Christians in the city, the Ompia party looks like tip of an Islamic fundamentalist iceberg. Behind the self-facing mildness of the front-most are more fervent figures who may undermine religious toler-



ance, fearing Father Michel Gigord, a priest who has maintained a contentious tie-hold for the Catholic church in the city for more than a decade.

Traditional Moslem politicians on the other hand, perhaps sens-

ing their days were numbered, say the Ompia party is demanding the office of Imam, and have told voters that the Koran outlaws party politics.

For Dr Mutilan, however, Marawi City's lack of telephones, street lighting, and drinking water, its potholed roads and neglected schools are testimony to the corruption of the traditional party. He has now started to unrest. "We are about in a medieval age," he says. "We are a place forgotten by time."

Only participation in politics by the masses could remove the corrupt politicians who buy votes - up to \$30 a vote at the January polls - and then recoup the cost, and much more, from public funds when in office, Dr Mutilan says.

Although he holds a degree from Alazhar Islamic university in Cairo, Mr Mutilan plays down any Islamic fundamentalist ambitions and says he does not want to introduce Shariah law. His idea is to run an administration respecting the Philippine constitution.

However, the largest rebel group, the Moro National Liberation Front, is growing increasingly edgy. A referendum, required by the constitution, will

probably only approve autonomy for the six provinces where there is a Moslem majority. This is a far cry from the 20 provinces initially described as the "Moro homelands," or the 13 provinces that former President Ferdinand Marcos agreed to make autonomous.

With the Moslem insurgency rumbling like a semi-dormant volcano in the background, the election of a mayor who actually sounds as if he might do something for his constituents takes on a greater significance.

The Moslems could never prosper while local politicians had their fingers in the till in collusion with Manila. For this Dr Mutilan and many others blame Sultan Ali Dimaporo, a loyal Marcos henchman and the appointed governor of Lanao del Sur for ten years.

During Dimaporo's term, non-existent populations sprang out of nowhere - because Manila allocated cement by village. During his term, Manila disbursed enough money to cement three roads around the picturesque

Lanao lake but the old dirt tracks remain undisturbed. In addition, Sultan Dimaporo raided the local university's budget to build a private army called the "Baraendae", his political enemies claim.

Mr Dimaporo denies these charges, saying the funds were ploughed before they got to Marawi. But Dr Mutilan maintains that if this is true, it could only have happened if Mr Dimaporo was in cahoots with officials in Manila. Most of them did not audit payments and were not prompted to do so by Marcos's local henchman.

Dr Mutilan is unlikely to give Manila such a smooth ride. The anti-corruption drive that made him mayor in a forgotten town of 30,000 people is inspired by concern for the four million Moslem Filipinos, whose demands he says continue to be ignored in Manila. His zeal is backed up by an implied threat.

"If we cannot get our political rights by political struggle then what can we do?" Dr Mutilan says when asked if he supports the MNLF's fight. "Now we are experimenting with political struggle."

Arab tax collectors of Gaza expected to resign

BY ANDREW WHITLEY IN JERUSALEM

THE Arab tax collectors of Gaza could soon develop, halting what remains of normal life in the occupied territories.

A clandestine radio station widely listened to in the West Bank and Gaza Strip has repeatedly urged local Arab policemen to resign from the force, giving them a six-month deadline to comply. Few have gone so far, but a prudent number are known to be staying at home, out of the way.

There was no one at the army or the Civil Administration yesterday from the Israeli military to say whether the taxmen of Gaza had indeed downed the tools of their trade, as threatened. But the Jerusalem Post said that 38 of the 40 had presented a joint letter of resignation to their Israeli superiors on Sunday night, to take effect today.

No precise figures are available on the amount of lost revenue which could be at stake. But, according to a report published by a reliable Israeli research organisation, the West Bank Data Base Project, Israel collects more from the 650,000 residents of the strip in taxes than it gives back in the form of community services.

Pretoria expels neo-Nazi police

BY ANTHONY HOBHOUSE IN JOHANNESBURG

PRETORIA has given its first sign on the wrist to the neo-Nazi Afrikaner Weerstandsbeweging by expelling seven known AWB members from the Northern Transvaal police reserve.

The move follows years of ignoring the extreme right-wing views of both regular and reserve-policemen. This has been most marked in strategic areas such as the Northern Transvaal where farming communities are intimately tied in with the overall security network protecting farms in the Zimbabwe and Botswana border areas.

Despite the formal ban on members of radical political organisations belonging to the security forces the Government has seldom expelled extreme right-wing policemen. This reticence even extended to ignoring several instances where the police failed to take effective action even when uniformed AWB bullies broke up the political meetings of Cabinet ministers such as Mr P. Botha, the Foreign Minister or Mr F. W. de Klerk, the Transvaal leader.

The concept of a professional consultant is difficult for many Chinese officials to grasp. The firm's managers point out that the word client has a negative connotation in Chinese and tends

BY ROBERT THOMSON IN PEKING

THE Peking Centre of Personnel Evaluation - China's first private firm of management consultants which is run by psychologists and sociologists earning a few yuan in their spare time - has won two commissions during its first week. The Government wants assistance in drafting selection procedures for the civil service, while a coal mine in Shandong wants its cadre promotion system overhauled.

Professor Xu Liancang - secretary-general of the Chinese Psychological Society when not a management consultant - admits that assessing officials purely on their work skills is a touchy matter in a society that had previously thought it better to be well-read than well-read.

"It is still very sensitive. That is why psychology and sociology suffered during the Cultural Revolution and even before that. It was thought to be a sign of bourgeois ideology," Professor Xu said.

Both academics consider the Japanese methods to be more sophisticated than competitive notions of the West because "they pay more attention to the human factor," but suggest that traditional Chinese ideas are

even more sophisticated because of their emphasis on harmony.

Professor Xie said China could ultimately readapt Confucian and Taoist thinking, which represents man management theory at its most pure. "It will come the full circle. Japan has had a competitive stage. We have to learn from the West and then the Japanese from us and then we can surpass the Japanese."

He noted that Japanese management experts are fascinated by traditional Chinese works, particularly, a classical text on strategy, *The Art of War*, a portion of *Ching* during the warring states period. The Romance of the Three Kingdoms and a collection of Taoist texts.

Professor Xu said the most difficult problem to overcome in Chinese factories is the concept of the "big iron pot", which guarantees all workers and managers equal shares regardless of performance. While economic reform aims to institute a new order, the situation has started to change but if you belong to a work unit for a lifetime and everything is fixed."

Arab tax collectors of Gaza expected to resign

BY ANDREW WHITLEY IN JERUSALEM

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WORLD TRADE NEWS

US car groups in bid to boost sales in Europe

BY KEVIN DONE, MOTOR INDUSTRY CORRESPONDENT

THE three leading US automotive groups, General Motors, Ford and Chrysler, are mounting an effort to increase car exports to Europe.

The drive is being led by Chrysler, largely absent from the European car market since it sold its European car manufacturing operations in 1978 to Peugeot.

By the end of this year, Chrysler will have a distribution network in central Europe and Scandinavia comprising 335 dealers.

Mr Mike Hammes, vice-president, international operations, Chrysler Motors, said the group was initially aiming to sell 5,000-10,000 cars and 10,000-20,000 Jeeps annually in Europe.

General Motors, which last year sold 5,483 US vehicles in Europe, plans to double sales this year to more than 10,000 vehicles and to 20,000 in 1989.

Resumption of exports to Europe has been boosted by the dollar's decline, but the Mr Hammes said this was not the fundamental issue. "Our objective is to be the number one US exporter of vehicles to Europe."

The push should lift Chrysler export revenues from \$300m in 1987 to \$800m this year, of which some 80-85 per cent would be

accounted for by vehicle sales to Europe, and to \$1bn in 1989.

Chrysler is launching its cars in West Germany, the Netherlands and Austria in mid-April and in Switzerland in mid-May.

Sales have been launched in Belgium and Luxembourg.

The group is returning to the French car market this year, and has appointed Sonanto, the Porche-owned French distributor, as its importer. Chrysler is already selling light commercial vehicles in Scandinavia.

Chrysler's presence in Europe has been enhanced by its takeover last year of American Motors, which includes its Jeep subsidiary, from Renault. Chrysler is combining distribution of its Jeep sports utility vehicles with the UK and its refusal to approve Cable and Wireless' stake in a new international telecommunications company in

Europe except France and Italy.

The company will have an aggressive pricing structure in Europe. Its equivalent models will be selling at 89 per cent of the BMW competitor and 80 per cent of the Renault. It is aiming for sales of 10,000 cars and 20,000 Jeeps in 1989.

Ford has just re-entered the Swiss and Swedish markets with four UK companies. Also last

Carla Rapoport writes about the outstanding problems and unfinished business between trading partners

'Opportunity Japan' a heady boost for UK companies

WHAT A DIFFERENCE a year makes. Last April, Mr Michael Howard, then the UK Minister for Consumer Affairs, was strolling around Tokyo, threatening sanctions if Japan did not give way on a host of pressing trade issues.

On Thursday, Lord Young, the Trade and Industry Secretary, arrives in Japan with a clutch of top British industrialists to kick off a government campaign called "Opportunity Japan". The UK may still be running a huge trade deficit with Japan, but this is no longer seen as a problem in Whitehall.

This year, Japan has become a business opportunity, not a political football.

A year ago, Mrs Margaret Thatcher and her cabinet were fuming about a number of major problems concerning Japan. These included Japan's unfair taxation on Scotch whisky, its refusal to grant more seats for foreigners on the Tokyo Stock Exchange, its large trade deficit with the UK and its refusal to approve Cable and Wireless' stake in a new international telecommunications company in

Europe except France and Italy.

Lord Young received no direct satisfaction during his well-reported trip last year. But in December, Japan agreed to allow 16 more foreigners on to the Tokyo Stock Exchange, including the UK embassy in Tokyo.

Japan is now genuinely accessible for both consumer and industrial products. The year's revaluation has made exports

UK Trade with Japan (m)

UK Imports	84
UK Exports	57

Arabia, according to a press release from the DTI.

Thanks to the year's appreciation and the more accommodating stance of the Japanese, the UK Government now believes the time is ripe for increasing exports to Japan. "On the one hand, the market is much more open. But, on the other, you have Japanese companies scouring the world for suitable products to use both as components in local manufacturing and in third country markets," says Mr Melville Guest, commercial counsellor of the UK embassy in Tokyo.

Japan is now genuinely accessible for both consumer and industrial products. The year's revaluation has made exports

less profitable than before for the Japanese. They are turning to imports to make themselves competitive, or to make more money in the retail sector as imported goods offer higher profit margins.

So far, Japanese consumers have not protested about the consistently high prices for imported goods in the wake of the yen's appreciation. As a result, importers and retailers are eagerly reaping the benefit of the high yen in the form of higher margins.

At the same time, companies are enjoying increased sales. UK products which have been benefiting from this trend include Harrods jams and tea, Crabtree and Evelyn toiletries and Laura Ashley clothing, to name a few.

On the industrial side, a host of companies have also been making inroads. Spirax Sarco, a UK valve maker, reports that sales in Japan last year were up 20 per cent in unit terms on 1986.

"We are in a head-on collision with the Japanese in every area, but we have some advanced technology. And now, in some areas, our products are cheaper than the Japanese ones," says Mr Hideo Aoyama, sales manager of Spirax Sarco's Japan branch.

Lord Young will visit another UK success story, a JAI flight simulator training station which is equipped with simulators built by Redimension Simulation, a sub-



Lord Young: leading campaign

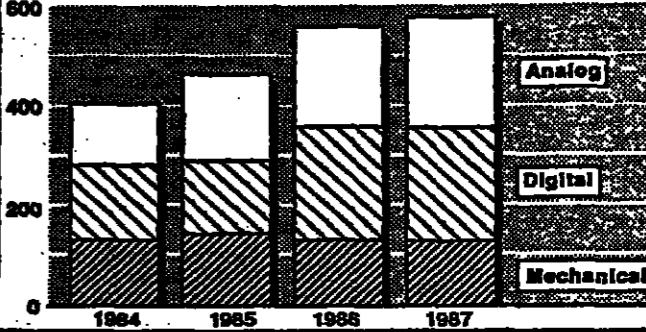
of BFT Electronics. Redimension is the leading supplier of this equipment in Japan. Its agent in Tokyo, Jupiter Corp, however, says that more opportunities now exist for UK companies in the defence arena, as Japan is increasing its defence spending.

Currently, it is mainly US companies that are supplying Japan's Defence Agency. We're interested in UK defence products," said Mr T. Tsuzuki, general manager, marketing, of Jupiter Corp.

This week, along with some of Britain's leading industrialists, Lord Young will press home this point to his Japanese counterparts. After last year's fireworks, his reception in Japan is guaranteed to be a warm one.

Watch industry loses spring

World Watch Production



value of sales was unchanged.

The company, which is diversifying into machine tools and office equipment to reduce its dependence on watches, is also exporting its manufacturing expertise.

Citizen, which claims to be the world's biggest watch company, ahead of Seiko, increased volume production 12 per cent, but the

top price models and other high-tech products.

Most of the market disruption has been caused by a flood of cheap digital watches from Hong Kong companies which have contracted out assembly work.

Switzerland, world leader in the quality watch business, lost 3 per cent of volume sales.

EC sets dumping duties on Japanese typewriters

BY LAURA RAUN IN AMSTERDAM

FOUR Japanese-owned electronic typewriter makers based in the UK and France should pay anti-dumping duties of between Ecu22 (\$15) and Ecu56 per machine, the European Commission proposed yesterday. William Dawkins reports from Brussels.

The ruling is the first under a controversial new European Community trade law adopted last year. It extends anti-dumping duties from imports of fully assembled products to products put together inside the EC using a high proportion of dumped components.

If the fines are accepted by member-states, they will hit Canon's plant in Britain, France, which would pay Ecu1 per unit produced. Matsushita in Wrexham, UK, with Ecu40.94 per machine, Sharp in Wrexham with

Philips and China in joint optical fibre venture

BY LAURA RAUN IN AMSTERDAM

PHILIPS and Silver Reed in Wexford, with Ecu56.14. As indicated earlier, two other Japanese plants were found not to have circumvented anti-dumping rules.

They were Brother's Wrexham factory, which was found to be using more than 60 per cent non-Japanese components - a higher Japanese content would have qualified for duties - and TEC Tokyo in West Germany, which had stopped operations before the inquiry got under way.

The Brussels authorities are also proposing to charge Ecu65.53 per unit for electronic weighing scales made by TEC Tokyo in Preston, UK, but to exempt from duties products made at TEC-Kayland, the company's Dutch subsidiary. A separate investigation has cleared Komatsu's UK excavator plant.

Philips declined to say what it

expected from the 50-50 venture in terms of annual sales. The new joint venture is to be called Yangtze Optical Fibre and Cable Company and will be located in Wuhan in the province of Hubei.

Part of the investment will be in full operation in 1990. Technical transfer will form an integral part of the venture. About 30 Chinese engineers will study in the Netherlands and Dutch personnel will work temporarily in Wuhan.

Optical fibre production will be based on Philips' know-how and equipment while optical cable manufacturing will be based on technology used by NKF Kabel, a former subsidiary of Philips.

This is Philips' fifth joint venture in China following earlier ones in radio recorders, car radios, colour tv tubes and video disc players.

US groups vie to win Swiss air contract

BY LAURA RAUN IN AMSTERDAM

GENERAL Dynamics and McDonnell Douglas of the US are the two surviving competitors in the race to win a \$2.1m (\$1.16m) contract from the Swiss army for 40 interceptor fighter aircraft.

The Swiss defence ministry announced yesterday, AF reports from Bern.

Mr Arnold Koller, Swiss Defence Minister, said the government had decided to limit the final "evaluation" to General Dynamics' F-16C Falcon and McDonnell Douglas' F-18 Hornet.

The government would make its final choice before the end of the year. The European competitors, France's Mirage 2000 and Sweden's Gripen 1030, were no longer in the running. Switzerland had dropped them because both systems were not fully developed.

Japan's production fell in the first half, but recovered later to make a 1 per cent volume increase for the year. However, the value of output fell 15 per cent to Yen45.5bn (\$1.05bn) as manufacturers switched production overseas to Taiwan, Hong Kong and elsewhere in an effort to reduce the impact of the year's appreciation.

Citizen, which claims to be the world's biggest watch company, ahead of Seiko, increased volume production 12 per cent, but the

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GEORGIA

The International State

UK NEWS

Thatcher favours inner city role for private sector

By ALAN PIKE, SOCIAL AFFAIRS CORRESPONDENT

THE GOVERNMENT yesterday unveiled its plans for regenerating Britain's inner cities.

The action endorses the pledge given by Mrs Margaret Thatcher, at the last general election that inner-city revival would be given priority in the third term.

Strong emphasis is placed on the need for greater private-sector involvement and investment to boost the £2bn a year public money which Mrs Thatcher said yesterday is being devoted to a "major attack on the host of problems suffered by the inner cities label."

The proposals are based on a 32-page colour booklet setting out measures for giving the inner cities a chance to share in the nation's prosperity - and not as had originally been expected, in a White Paper (policy document).

Mr Bryan Gould, Labour trade and industry spokesman, denounced the programme as a "tawdry exercise which offered 'virtually no new money, no new proposals and no involvement of local communities.'

Ministers accept that there is little new money attached to yesterday's announcement, but emphasise the scale of existing

public spending in the inner cities. Mrs Thatcher said that if the policy were judged only by the money going in this would be a recipe for "extravagance and bad management."

Some specific proposals were mentioned, however. A new Urban Development Corporation is being established in the Lower Don Valley, Sheffield, with a £50m budget over seven years, and the Merseyside Development Corporation is being doubled in size.

City Action Teams are being established in Leeds and Nottingham to co-ordinate Government support for enterprise initiatives. The Development Grants and Urban Regeneration Grants will be simplified from May 1988, to a simplified City Grants.

Public authorities will be required to publish information about land which they own as part of a Government drive to bring unused and underused land on to the market.

Safe Cities, a new Home Office initiative to reduce the high crime rate in many inner city locations, will be introduced in 20 areas over the next three years with £2.3m Government support in the first year.

Acute medical sector in crisis, say doctors

By ALAN PIKE, SOCIAL AFFAIRS CORRESPONDENT

MORE THAN 3,000 acute hospital beds were closed last year because of financial pressure on health authorities, the British Medical Association said yesterday.

The figure emerged from a BMA survey of consultants which will add to the pre-budget pressure on the Government for additional spending on the health service.

Mr Paddy Ross, chairman of the BMA's consultants' committee, said the survey came to the inescapable conclusion that there was a "nationwide crisis in the acute hospital sector."

"We again ask the Government to provide adequate funding for the acute hospital sector, and in particular to fund the conse-

Renault trucks plant votes to end strike

By Charles Leadbeater, Labour Correspondent

PRODUCTION workers at Renault's Dumbleton truck plant north of London are expected to return to work this morning ending a 12-day strike after their vote yesterday to accept an improved pay offer which includes a six-hour working week, the lowest in the motor industry, for most workers.

The move comes as white collar unions at Ford announced that supervisory, engineer's and clerical staff had voted to accept a two-year pay offer worth at least 14 per cent over two years.

The Renault strike started over what the company had called its final offer, a one-year agreement with an increase in basic rates of 6 per cent and a two-hour reduction in the working week from 40 hours.

However, at talks last Friday the company agreed to raise its pay offer to 7 per cent.

It also offered to pay workers a lump sum to compensate them for a delay in introducing the shorter working week.

The weekly wage of the average assembler will rise from £135.67 to £145.17 a week.

The pay strike that has halted all production at Land Rover's Birmingham plant entered its third week yesterday.

GOVERNMENT policy towards sterling was unchanged, the Treasury said yesterday as the pound soared through the DM3.00 ceiling which Mr Nigel Lawson, the Chancellor of the Exchequer, defended for most of the past year.

Apparently the Treasury was not so keen, but observers could be forgiven more than a wry smile. Only last Friday the Treasury had told the Bank of England to buy around £1bn worth of foreign currency to keep sterling under DM3.00.

Ironically, at a meeting on the same day between Mrs Margaret Thatcher, the Prime Minister, Mr Lawson, and Mr John Leigh, Governor of the Bank of England, it was decided that intervention on that scale was not sustainable. If substantial upward pressure re-emerged, then the pound would be allowed to appreciate.

So policy has changed - though more as a reaction to the markets than as part of a carefully-planned strategy in Whitehall. As foreign funds continued to pour into sterling yesterday morning, it was decided that the potential cost of preserving the ceiling outweighed the benefits.

With Mr Lawson's budget just a week away, the risk was that further efforts to hold sterling down would undermine the credibility of the Government's anti-inflation commitment.

A cut in interest rates - the alternative way to make the

sterling less attractive to investors - was seen as similarly dangerous given the inflationary potential of the present rapid growth rate of demand and credit in the economy.

Either course might have threatened an unfavourable reception from financial markets to the sizable cuts in the basic and higher rates of tax planned for "economicists" across the pound.

The policy was also designed to be symmetrical with the Treasury setting an undisclosed floor as well as a ceiling for the Sterling/D-mark rate.

Businessmen could not expect the Government to "accommodate" excess pay awards by devaluing the pound.

Mrs Thatcher would not allow the European Monetary System's exchange rate mechanism so the next best thing was to effectively shadow the EMS. However, the floor, initially around DM2.80 and later closer to DM2.90, has yet to be tested.

Since last summer, the pound has not fallen below DM2.95 and for much of the time had been nudging DM3.00. Last month's rise in interest rates to 9 per cent intensified the upward pressure.

The Bank has been uncomfortable with Mr Lawson's commitment to the undisclosed ceiling, so has Mrs Thatcher, though for somewhat different reasons.

The argument for its establishment - around the time of last February's Louvre accord among the Group of Seven industrial nations - was that it would provide a stable framework for industry. Businessmen could make decisions on output and

investment in the knowledge that sterling would be kept within a relatively tight range against the D-mark.

Almost all the economic indicators - from retail sales to the trade and money supply figures - have suggested that the economy escaped practically unscathed from last October's stock market's crash.

In parallel, the coincidence of rising pay awards and an expected downturn in the pace of productivity gains have pointed a possible resurgence of inflationary pressures later in the year.

As long as the DM3.00 ceiling was in place, however, the authorities could not respond to such domestic pressures with higher interest rates or by allowing the pound to appreciate.

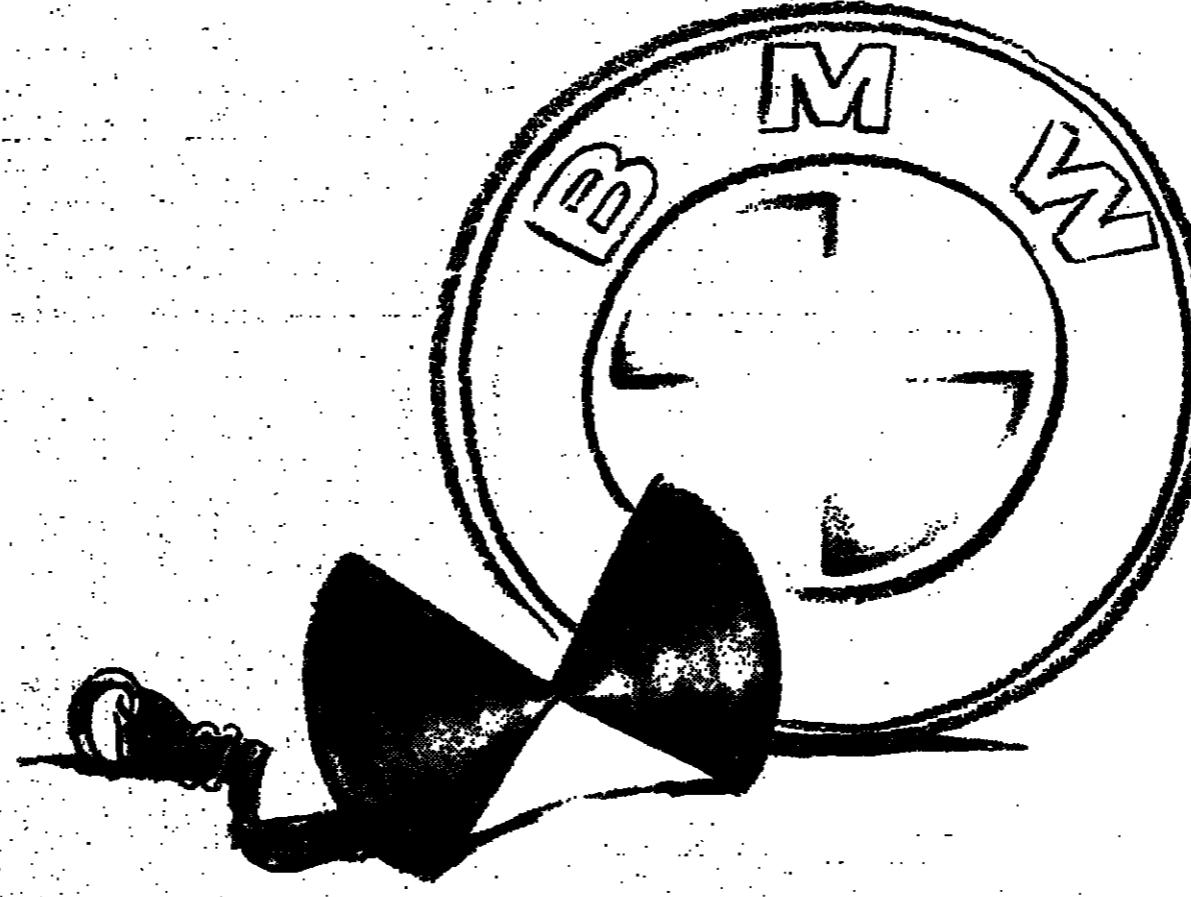
Mrs Thatcher, meanwhile, has acquiesced in rather than supported the policy of shadowing the EMS. Her instinct is to retain flexibility in policy towards the exchange rate. At the same time she is thought to have become increasingly irritated at the costs in terms of intervention.

Having broken with the DM3.00 ceiling, however, the Treasury was anxious yesterday to emphasize that the markets had not been given totally free rein. The result has been to remove the authorities' flexibility over interest rates at a time when the pound and D-mark.

The problem for the Government, however, is that by allowing DM3.00 to be breached, it may have severely dented industry's confidence in its determination to provide a stable exchange rate environment for exporters.

Philip Stephens sees the pound soar through the DM3.00 ceiling Treasury shifts the goal posts

Sterling policy has changed - though more as a reaction to the markets than as part of a carefully planned Whitehall strategy



Who'll steal the show on March 10th?

Our preliminary results for 1987 will be published on Thursday, March 10th. You may find them mildly surprising.



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UK NEWS

ONLY 12 OF BRITAIN'S TOP EXECUTIVES COMMAND 'GLOBAL PAY RATES,' ACCORDING TO SURVEY

Salary of £2.5m leads boardroom pay league

BY MICHAEL SKAPINKER

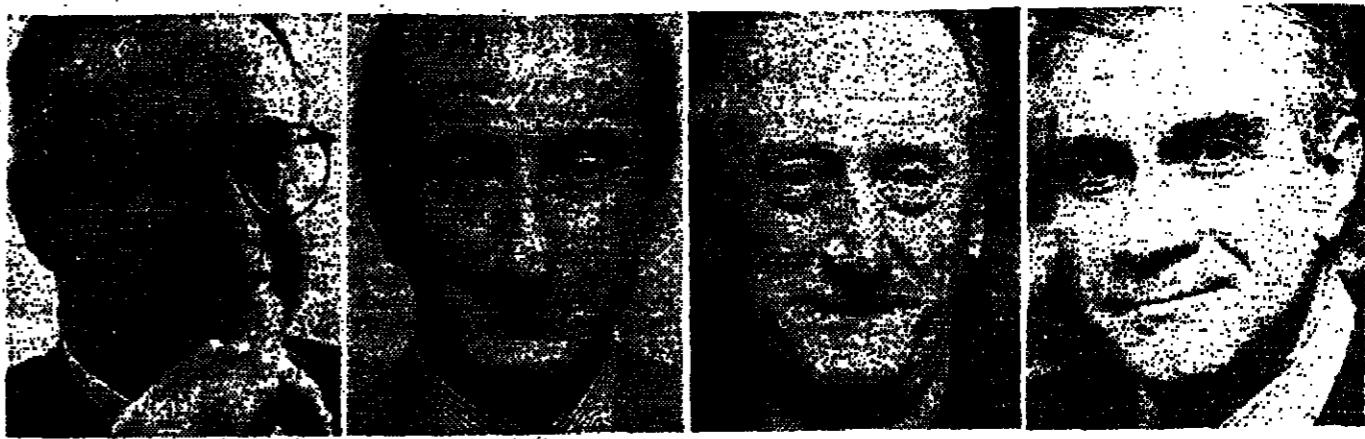
BRITAIN HAS 12 executives earning more than £500,000 a year, according to a report published yesterday by Charterhouse, the merchant banking and financial services group.

Mr Christopher Heath, the managing director of Baring Securities, who was named as Britain's highest-paid executive in Charterhouse's remuneration report last October, retains his position at the top of the list with total earnings of £2,512,525.

The Charterhouse survey, which is published twice a year, is based on the latest annual accounts available, with the result that its league table is a mixture of 1987 and 1988 executive earnings. Mr Heath's earnings were for the year to December 1987.

Mr Ralph Halpern, chairman of the Burton Group, is back in second place with earnings to August 1987 of £1,350,000. His 1988 pay of £1,004,000 has left him in fourth place in the October survey.

Lord Hanson, chairman of Hanson, is in third place with total pay of £1,350,000. He is followed by Mr Michael Slade, managing director of the property company Helical Bar (£1,106,000); Mr Peter



Christopher Heath, left, Britain's highest-paid executive, with

£1,368,000; Lord Hanson, in third place with £1,350,000;

earnings of £1,312,500; Ralph Halpern, in second place with

£1,282,500; and Richard Giordano, one of the top 12 with £782,500.

Businesses decide that UK-based executives should have the benefit of global pay rates; the rise in executive earnings over the last seven years will seem modest," the report says.

The Charterhouse survey notes that annual base salaries for board members are increasing at a median rate of 10.9 per cent. Increases ranged from 7.3 per cent for the lowest quarter of board members surveyed to 17.7 per cent for the highest quarter.

The median base pay increase for senior management was 9.4 per cent. The least fortunate 25 per cent surveyed received increases of 7 per cent, with the highest quarter receiving increases of 12 per cent.

Charterhouse Top Management Remuneration, available from

Monks Partnership, Deben Green, Saffron Walden, Essex CB11 3LX. March edition £55.

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"The Amer Hotel Investment Corporation N.V."

and which 5 shares, are since the amendment of the articles of incorporation dated November 5, 1987, equivalent to 2,500 shares class A-II, each of a par value of US\$ 1,000,- (totalling US\$ 2,500,000,-); said sale to be conducted at the offices of the under-signed civil-law notary in Curacao, Netherlands Antilles, on March 23, 1988, at 10.00 a.m. Netherlands Antilles-time, pursuant to a notice under an execution.

The terms and conditions of the sale are deposited at the offices of the under-signed among those terms and conditions are:

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(c) the minimum bid shall be within 30 days of the public sale pay to the under-signed the amount of the minimum bid and the cost related to the sale being an amount equivalent to twelve percent of the successful bid;

(d) each bidder shall submit to the under-signed a bank-guarantee in favour of the under-signed covering the amount of his highest intended bid and the cost referred to above, said guarantee to be issued by a well known international operating bank of good standing;

(e) the successful bidder will be - in virtue of the articles of association of "The Amer Hotel Investment Corporation N.V." - under an obligation to offer all of the shares acquired for sale to the said corporation and its shareholders.

Further information can be obtained at the offices of the under-signed.

Dr. H.A. Sperwer
civil-law notary
address: 18 Neptunusweg,
Curacao, Netherlands Antilles

Telephone: (5999) 74435/74438/74377
Telex: 5173 NOTCNU
Facsimile: (5999) 77318

James Bond?
No - I said
Danish Bond!Tourism 'in
need of
Tunnel aid'

By David Churchill

BRITAIN'S tourist industries must receive help from the Government if they are to cope with the influx of tourists after the Channel tunnel project is completed in 1993, the British Tourist Authority said yesterday.

The BTA said in a report that the tunnel "will have far-reaching consequences on travel and communication."

"Decades of planning have not fully prepared us to meet the challenges and opportunities which the tunnel will bring," it added.

The Government is urged by the BTA to consider funding a new high-speed rail link from the tunnel to London and beyond, as well as investing in new motorways.

It also wants all Customs and immigration controls to be conducted on trains, in line with frontier crossing procedures elsewhere in Europe.

The report highlights the need for investment in hotel accommodation to meet the expected influx of tourists.

British Coal says pit
closures could slow

By CHARLES LEADBEATER, LABOUR CORRESPONDENT

BRITISH COAL would close fewer than five pits in the coming financial year as long as the industry was not affected by a significant industrial dispute, Sir Robert Halpern, the corporation's chairman, said yesterday.

This would represent a marked slowdown in British Coal's closure programme, which has closed 75

in the past three years, leaving it with 80.

Spurred in the wake of the National Union of Mineworkers' vote to end its ban on overtime production, Sir Robert said that unless there were major industrial relations problems the industry would meet the Government's target of breaking even in 1989-90.

He said industrial action by the NUM and the overtime ban imposed by Naco, the union for drifters who supervise safety in the mines, had lost the corporation 3.5m tonnes in output in 1987-88, worth £100m in potential operating profit.

Sir Robert told the Coal Industry Society in London that the industry's troubled industrial

relations were more of a potential obstacle to recovery than either falling world coal prices, relocations in the price of competing fuels or privatisation of the electricity supply industry.

As a result of the NUM ballot, miners will be paid their 1987 wage rise of 4.26 per cent. The increase will, however, be payable from the date the union officially ends the action, rather than the scheduled date, miners will lose about £200 as a result.

Mr John Northam, the corporation's director of operations and negotiations with the Nottinghamshire-based Union of Democratic Mineworkers over the introduction of six-day production at the planned Ashford

mine were well advanced.

Sir Robert cautioned the electricity producers in England and Wales against trying to emulate the South of Scotland Electricity Board's bid to import cheap coal.

Sir Robert said it was a myth that the Central Electricity Generating Board could save £750m were it free to import coal.

than in the same period a year before.

The DTI said January's outstanding debt grew strongly in January, reflecting the continuing spending spree in shops.

Official figures published yesterday by the Department of Trade and Industry show outstanding consumer credit rose £300m last month to a record £22.5bn. This compares with an increase of £200m in December.

The figures cover agreements with finance houses, other specialist advances of credit, building societies and bank credit cards. They exclude personal bank loans and loans by insurance companies.

In separate figures, the DTI has revised upwards provisional estimates of the index of retail sales volume in January. Previously the index had shown a 0.75 per cent increase in the month, but is now 1.0 per cent higher than in December.

In the three months to January, the seasonally-adjusted level of sales was about 1 per cent higher than in the previous three months, and 6.2 per cent higher

than in the same period a year before.

The DTI said January's increase in outstanding consumer credit was in line with average monthly increases last year.

However, there was a fall in the amount outstanding on bank credit cards and a smaller-than-usual increase in the amount extended by retailers.

In the three months to January, outstanding debt rose £900m - about the same as in the previous three months. New credit advanced to consumers was £2.9bn in January, compared with £3.1bn in December.

The continuing expansion of consumer credit and retail sales will add to fears among some independent economists that "overheating" in the economy will increase inflationary pressures.

There are also worries that the effect on imports of excessive consumer spending may dislodge the monetary authorities from cutting interest rates.

Left wing tightens hold
in largest trade union

By PHILIP BASSETT, LABOUR EDITOR

LEFT-WINGERS yesterday consolidated their newly-joined control of the leadership of Britain's largest union, the Transport and General Workers' Union.

Control of the governing general executive council of the union, the Labour Party's largest, was securely in the left's hands, which has been seen as potentially difficult for Mr Neil Kinnock, Labour's leader.

At the first meeting yesterday of the newly-elected executive, left-wingers confirmed their position by electing to chair the executive committee.

Mr Dan Duffy, from Glasgow, by 21 votes to 17.

The vote, in which Mr Duffy abstained, saw the defeat of a right-supported candidate, Mr Ian Ferguson, from the TGWU's southern region. The size of the majority is the first tangible indicator of the scale of the left's majority on the executive.

Further consolidation is expected on Thursday, when the executive is likely to vote another left-winger, Mr Eddie Gillard, from the south-west, into the vice-chairmanship.

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TECHNOLOGY

A PREVAILING concern of engineering businesses, whether they are bridge builders or ski makers, is finding ways to produce increasingly thin and light sections of material, which are also strong.

This set of demands has helped to increase world sales of carbon fibre to about £100m a year. The material is strong, exceptionally light and is used to reinforce goods in a variety of industries.

But it is only cost-effective to make the fibre in thick plies, each containing as many as 12,000 individual threads. Users (and potential users) tend to prefer much slimmer bundles of fibres.

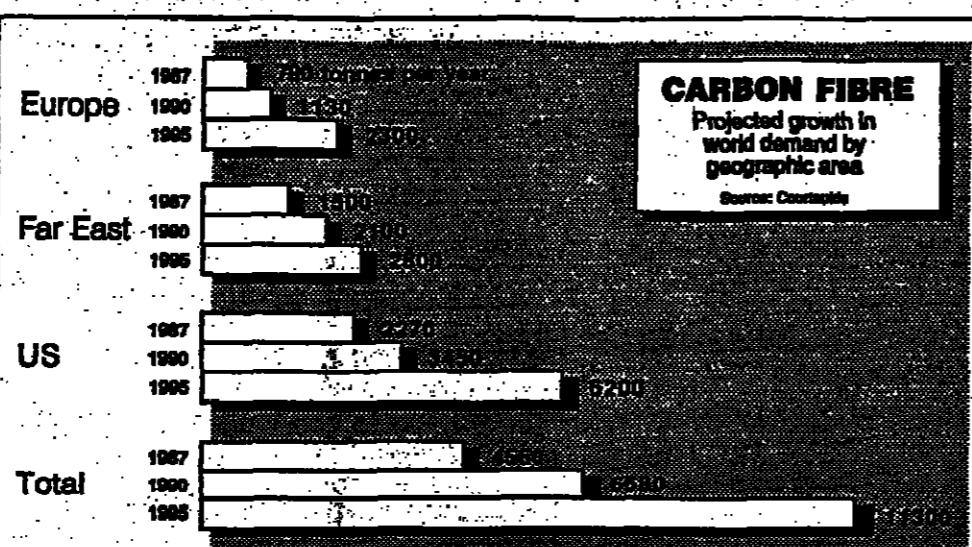
In a thinner form, the fibre could be woven into intricate patterns of fabric, which could then be impregnated with a plastic resin to form a strong component. This sort of ultra-thin, very light composite material could be used in products as diverse as an aircraft wing or an industrial

Courtaulds, the UK textiles group, believes it has hit on an novel and efficient way to reduce the thickness of the fibre plies, using technology developed by Heltra, a tiny and obscure US company which it bought last year. Some of Heltra's machinery is now being transferred to Courtaulds' Coventry headquarters.

The UK group is trying to reduce its dependence on traditional textiles and to establish businesses based on new composite materials. It also has an 80 per cent stake in Hyosol Grafil, the world's fourth biggest maker of carbon fibre, which is 20 per cent owned by Dexter of the US.

The other big producer of the material, world demand for which adds up to about 4,500 tonnes a year, are Toho and Toray of Japan and Hercules of the US.

Chris Fenton, a Courtaulds manager who has taken charge of Heltra, believes the purchase of



Courtaulds tugs at the tiny strands of diversification

Peter Marsh examines the textile group's development of a thinner and more versatile form of carbon fibre

the US company, which is based in Jim Thorpe, Pennsylvania, is stretching and breaking. The equipment then twists the separated threads, now in the form of relatively short strands, into a yarn comprising as few as 200 fibres.

Boyd Friel, marketing services manager at Hercules, the biggest US maker of carbon fibre, confirms that reducing the thickness of the threads will extend the material's range of uses. Although most customers are satisfied at the moment with relatively thick thread, many are investigating future applications which would require thinner sections.

For Jim Hatchett, managing director of the composite materials division at Courtaulds, Heltra's technology is not only important because it enables thinner and lighter composites to be produced. It also makes yarns that can be interwoven with other fibres made from materials such as nickel-coated carbon or Kevlar (a strong plastic made by Du Pont) to produce mixtures with characteristics, such as toughness and heat resistance, specific to individual applications. The yarns can be used to stitch together fabrics based on carbon fibre or other substances.

Courtaulds has found that these yarns can be 50 per cent as strong as the much thicker threads which are the norm in the carbon-fibre industry. The company believes this capability will open up new application areas for carbon fibres, most uses of which are in aerospace and military equipment.

The fibres are also being increasingly used in general machinery, for instance in mining equipment and in vehicle components such as drive shafts. Other applications are in sports goods, such as tennis rackets and in industrial textiles.

Since the rollers do not run in a cage, friction is reduced, says INA. Furthermore, because oil is made to flow steadily through the bearing, frictional heat is removed, which in turn allows higher speeds and greater loads.

Hatra was started 22 years ago by George Tradewell, a textile expert. It has only six employees, though Courtaulds intends to double this number over the next few months.

Kirk Tradewell, son of the founder, is Heltra's operations manager. He says he and his father "entertained the idea" of seeking a commercial involvement with either Hercules or Great Lakes Carbon, another US maker of carbon fibre.

But the two Tradewells, the father still works for Heltra as a consultant – eventually accepted the Courtaulds offer. "It was the only serious bidder which would give us the opportunity to stay with the company and take our concepts further," says Kirk Tradewell.

Denmark takes a weight off its inter-city railway system

By Hilary Barnes in Copenhagen

pled to others to increase carrying capacity.

One of the main aims of Niels Tousgaard, the DSB engineer responsible for the project, was to make the train as light as possible.

The first weight-saving was the elimination of a locomotive, which normally weighs around 70 tonnes, while the three-coach IC3 weighs a total of 50 tonnes. Other reductions have come from the

use of aluminium and having fewer wheels. Weight per passenger seat has been reduced from more than 1,000kg on a traditional train to about 600kg.

To minimise vibration and noise, the train consists of an outer and inner tube and all contacts between the tubes are rubber. Each motor is suspended by just four bolts.

DSB wants the new generation

of inter-city trains to operate for 2m kilometres without having to be taken out of service because of breakdowns. To try to achieve this, each three-coach set has four motors; if one breaks down the train can still operate. A defective motor can be lifted off and replaced by a spare one in a matter of minutes, as can the gearboxes. The electrical systems (from West Germany's AEG-

EMG) and computer control systems are also doubled up.

Danish analysts who have

looked closely at the project say the computer systems include a lot of untried software and may be a weak point.

They add that doubling up on motors and other systems will be the key to achieving the ambitions target for length of service. It sounds an expensive way to do it, but the purchase price of the IC3 is considerably less than that of a conventional train.

Approved for use in the UK, the unit costs £25.

Phone calls for the record

RETELL, a small UK company, is offering a convenient unit that allows any telephone call to be recorded automatically.

It consists of a small cassette recorder and a sensitive microphone that fits to the telephone's earpiece. As soon as the handset is raised to the ear, a tiny mercury switch starts the recorder, stopping it when the phone is put down.

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When data speaks louder than words

IAN ROSS, president of AT&T Bell Laboratories in the US, believes that business demands for new telecoms services are now materialising "almost as fast as the technologies for satisfying them."

He predicts that by about 1995,

WORTH WATCHING

Edited by Geoffrey Charish

A break with the cage

INA Bearings of the UK has departed from the normal design for roller bearings by removing the cage, which holds the rollers in place. The aim is to reduce friction, increase operating speeds and allow higher loads.

The rollers operate in the space between the shaft and the outer ring, usually with the cage keeping them at a fixed distance apart. Instead, the INA design injects oil at pressure through equally spaced holes around the outer ring to keep the rollers separate.

More rollers can be used in the space previously taken up by the cage, increasing the load performance compared with a caged bearing of the same size. Alternatively, the bearing can be made smaller for the same load.

Since the rollers do not run in a cage, friction is reduced, says INA. Furthermore, because oil is made to flow steadily through the bearing, frictional heat is removed, which in turn allows higher speeds and greater loads.

The bearing is aimed at high power transmission shafts (tests were conducted at 400mm diameter) where energy saved is valuable. The bearing costs 15-20 per cent more than the conventional equivalent.

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The Touche Ross Guide to Business Responsiveness:

17. Taking the long view of things.

Short-term profitability is every company's target. But no company will grow if all it sees is two inches in front of its nose.

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Racal Group know this only too well, and in the new, fast-growing cellular telephone market, they asked Touche Ross to help them plan.

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increased? And how could they check their efficiency when there were so few industry yardsticks?

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PC-based, it enables them to feed in volumes and get a print-out with key statistics—so they can identify their own strengths and weaknesses in terms of costs and revenues, numbers employed, cash flow, return on capital and so on.

Thus better-informed, these service providers are now better-armed to take all-important management decisions for their future.

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Looking outwards is something we do for every client, in one form or another. Why not get in touch?

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You'll find us very responsive to the business problems you face.

For the sure touch, get in Touche.

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Touche Ross is one of the leading firms of accountants and management consultants, with 28 offices in the UK and 488 offices in 87 countries throughout the world.

This announcement is neither an offer to purchase nor a solicitation of an offer to sell Shares. The Offer is made solely by the Offer to Purchase dated March 3, 1988, and the related Letter of Transmittal, and is not being made to, nor will tenders be accepted from or on behalf of, holders of Shares residing in any jurisdiction where the making of the Offer or the acceptance thereof would not be in compliance with the laws of such jurisdiction. In any jurisdiction the securities or blue sky laws of which require the Offer to be made by a licensed broker or dealer, the Offer shall be deemed to be made on behalf of the Purchaser by Shearson Lehman Hutton Inc. or one or more registered brokers or dealers licensed under the laws of such jurisdiction.

Notice of Offer to Purchase for Cash
All Outstanding Shares of Common Stock
of
Farmers Group, Inc.
by
BATUS Financial Services Inc.
A Wholly Owned Subsidiary of
BATUS Inc.
at
\$63 Net Per Share

BATUS Financial Services Inc., a Delaware corporation (the "Purchaser") and a wholly owned subsidiary of BATUS Inc., a Delaware corporation ("Parent"), is offering to purchase all outstanding shares of Common Stock, par value \$1.00 per share (the "Shares"), of Farmers Group, Inc., a Nevada corporation (the "Company"), at \$63 per Share, net to the seller in cash, upon the terms and subject to the conditions set forth in the Offer to Purchase dated March 3, 1988 (the "Offer to Purchase"), and in the related Letter of Transmittal (which together constitute the "Offer").

THE OFFER AND WITHDRAWAL RIGHTS WILL EXPIRE AT 12:00 MIDNIGHT,
NEW YORK CITY TIME, ON WEDNESDAY, MARCH 30, 1988, UNLESS EXTENDED.

The Offer is conditioned upon, among other things, the receipt of all state insurance regulatory approvals, on terms and conditions satisfactory to the Purchaser in its sole discretion, necessary for the Purchaser to consummate the Offer ("Regulatory Approval Condition"). It is not expected that the Regulatory Approval Condition will be satisfied before a substantial period of time has elapsed. The Offer is also conditioned upon, among other things, there being validly tendered and not withdrawn prior to the Expiration Date (as defined in Section 1 of the Offer to Purchase) of the Offer that number of Shares which, when added to the Shares owned by Parent on March 3, 1988, would represent at least 51% of the voting power of all securities outstanding on a fully diluted basis as of the Expiration Date of the Offer entitled generally to vote in the election of directors of the Company.

For purposes of the Offer, the Purchaser will be deemed to have accepted for payment, and thereby purchased, tendered Shares as if and when the Purchaser gives oral or written notice to the Depository of the Purchaser's acceptance for payment of such Shares. Payment for Shares accepted for payment pursuant to the Offer will be made by deposit of the purchase price therefor with the Depository, which will act as agent for tendering stockholders for the purpose of receiving payment from the Purchaser and transmitting payment to tendering stockholders. Under no circumstances will interest be paid on the purchase price of the Shares to be paid by the Purchaser, regardless of any delay in making such payment. In all cases, payment for Shares accepted for payment pursuant to the Offer will be made only after timely receipt by the Depository of certificates for such Shares (or a timely Book-Entry Confirmation as described in Section 2 of the Offer to Purchase, a properly completed and duly executed Letter of Transmittal (or facsimile thereof) and any other documents required by the Letter of Transmittal).

Except as otherwise provided below, tenders of Shares are irrevocable. Shares tendered pursuant to the Offer may be withdrawn at any time prior to 12:00 Midnight, New York City time, on Wednesday, March 30, 1988 (or, if the Purchaser shall have extended the period of time for which the Offer is open, the latest time and date at which the Offer, as so extended by the Purchaser, shall expire), and may also be withdrawn at any time after Sunday, May 1, 1988, unless theretofore accepted for payment as provided in the Offer to Purchase.

For a withdrawal to be effective, a written, telegraphic, telex or facsimile transmission notice of withdrawal must be timely received by the Depository at one of its addresses set forth on the back cover of the Offer to Purchase and must specify the name of the person having tendered the Shares to be withdrawn, the number of Shares to be withdrawn and the name of the registered holder of the Shares to be withdrawn (if different from the name of the person who tendered such Shares). If certificates for Shares have been delivered or otherwise identified to the Depository, then, prior to the physical release of such certificates, the serial numbers shown on such certificates must be submitted to the Depository and, unless such Shares have been tendered by an Eligible Institution (as defined in Section 2 of the Offer to Purchase), the signatures on the notice of withdrawal must be guaranteed by an Eligible Institution. If Shares have been delivered pursuant to the procedures for book-entry transfer as set forth in Section 2 of the Offer to Purchase, any notice of withdrawal must also specify the name and number of the account at the appropriate Book-Entry Transfer Facility (as defined in Section 2 of the Offer to Purchase) to be credited with the withdrawn Shares. Withdrawals of tenders of Shares may not be rescinded, and any Shares properly withdrawn will thereafter be deemed not validly tendered for purposes of the Offer to Purchase. However, withdrawn Shares may be tendered by again following one of the procedures described in Section 2 of the Offer to Purchase at any time prior to the Expiration Date.

The Purchaser reserves the right, at any time or from time to time in its sole discretion, to extend the period during which the Offer is open by giving oral or written notice of such extension to the Depository and by making a public announcement of such extension. There can be no assurance that the Purchaser will exercise its right to extend the Offer. Subject to the foregoing, the Purchaser currently expects to extend the Offer from time to time in order to allow sufficient time for satisfaction of the Regulatory Approval Condition.

The information required to be disclosed by paragraph (e) (i) (vii) of Rule 14d-6 under the Securities Exchange Act of 1934, as amended, is contained in the Offer to Purchase and is incorporated herein by reference.

A request is being made to the Company for use of the Company's stockholder lists and security position listings for the purpose of disseminating the Offer to holders of Shares. The Offer to Purchase, the related Letter of Transmittal and other relevant materials will be mailed to record holders of Shares and will be furnished to brokers, dealers, banks, trust companies and similar persons whose names, or the names of whose nominees, appear on the stockholder lists or, if applicable, who are listed as participants in a clearing agency's security position listing, for subsequent transmittal to beneficial owners of Shares, by the Purchaser when such lists or listings are received, or by the Company if it so elects.

The Offer to Purchase and the Letter of Transmittal contain important information which should be read before any decision is made with respect to the Offer.

Questions and requests for copies of the Offer to Purchase, the Letter of Transmittal and other tender offer documents may be directed to the Information Agent or the Dealer Manager as set forth below, and copies will be furnished promptly at the Purchaser's expense. No fees or commissions will be payable to brokers, dealers or other persons other than the Dealer Manager and the Information Agent for soliciting tenders of Shares pursuant to the Offer.

The Information Agent for the Offer is:

United States:
237 Park Avenue
New York, New York 10017
(800) 365-5500/(800) 221-3300
In New York: (212) 619-1100
Banks and Brokers call:
(212) 883-8900



Europe:
The Carter Organization, Inc.
a member of
The VPI Group PLC
46 Grosvenor Gardens
London SW1W 0DH
01-730-3436

The Dealer Manager for the Offer is:

Shearson Lehman Hutton Inc.

American Express Tower
World Financial Center
New York, New York 10285
(212) 298-2083
(Call Collect)

March 3, 1988

• FT LAW REPORTS

Divided liability for bank's loss

SUMITOMO BANK LTD v RABOBANK NEDERLAND
Court of Appeal (Lord Justice Lloyd O'Connor, Lord Justice Lloyd and Lord Justice Nicholls): March 2 1988

AN IRREVOCABLE letter of credit may be extended by conduct after expiry if the issuing bank accepts a tender of fresh documents in place of non-conforming documents rejected before expiry. And where the credit is so extended, the seller's assurance to the confirming bank that they accept full responsibility for discrepancies renders them liable for the bank's interest losses arising out of the non-conforming tender, but not for any subsequent loss caused by the issuing bank's delay in accepting the re-tendered documents.

The Court of Appeal so held when dismissing the major part of an appeal by Sumitomo Bank Ltd from Mr Justice Leggatt's decision that it was not entitled to interest as against Co-operative Centrale Raiffeisen-Boeren-leembank BA ("Rabobank Nederland") in respect of transactions arising out of an irrevocable letter of credit confirmed by Sumitomo. The appeal was allowed in respect of interest covered by an assurance of responsibility for discrepant documents given by Rabobank to Sumitomo.

LORD JUSTICE LLOYD said that an irrevocable letter of credit was opened by a Dutch bank, Banque Misr, in favour of Dutch sellers of butter oil c & f Alexandra.

The letter of credit called for shipping documents to be presented, including sanitary certificates, issued by the Dutch Government.

Sumitomo Bank in London

confirmed the letter of credit, and it was transmitted to the sellers through Rabobank, as sellers' agent.

The goods were shipped in four

shipments. Documents were presented by Rabobank to Sumitomo on October 18 1982, October 19, October 28 and November 5.

Sumitomo drew Rabobank's

attention to the fact that the sanitary certificates were not in order.

On each occasion Rabobank replied: "We assume full responsibility for discrepancies...so please effect payment."

Sumitomo thereupon paid 90

per cent of the price under

reserve, and forwarded the docu-

ments to Banque Misr. The 10 per

cent balance was to be paid later.

On November 18 Banque Misr

told Sumitomo that the docu-

ments relating to the first two

shipments. There was a valid rejection of those documents before the credit expired. It expired on November 23.

On November 23 Rabobank forwarded four fresh sanitary certificates in respect of all four shipments to Sumitomo, with copies direct to Banque Misr. It invited them to lift their reserves.

On November 30 Banque Misr lifted the reserve in respect of the first shipment and authorised Sumitomo to pay 90 per cent. On December 22 it authorised payment in respect of the third shipment and on January 6 1983 it authorised payment in respect of the second and fourth shipments.

The effect of those transactions was that Sumitomo was out of its money on the first shipment from October 22 to November 30, on the second shipment, from October 25 to January 6, on the third shipment, from November 8 to December 22, on the fourth shipment, from November 12 to January 6.

Sumitomo claimed interest for those periods under Rabobank's

guarantee.

Mr Justice Leggatt dismissed the claim. He held *inter alia* that since the documents were ultimately accepted by Banque Misr, it must be treated as having accepted them when they were originally tendered, and that Rabobank to Sumitomo.

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The letter of credit called for shipping documents to be presented, including sanitary certificates, issued by the Dutch Government.

Sumitomo now appealed.

When the sellers forwarded the fresh sanitary certificates on November 23, they were re-tendering the documents. The letter of credit had by then expired, but by forwarding the fresh certificates, they were, by implication, asking the buyers to extend the credit.

The buyers did so, by conduct. It frequently happened that the validity of a letter of credit was extended by consent of all parties. Such consent could be implied as well as expressed.

That was what happened here. It followed that Banque Misr's acceptance of the documents did not date back to the date of the original tender.

So far as the first shipment was concerned, the delay in accepting the documents between October 22 and November 30 was due solely to the sellers' failure to tender conforming documents in the first place.

Banque Misr was not obliged to reimburse Sumitomo until November 30.

When Rabobank "assumed full

responsibility for the discrepancies," it must have meant it was accepting full responsibility for

specification mentioned in credit terms.

The letter of credit provided that it was to be paid within 60 days from date of completion of discharge, and "after assurance that consignment strictly complying for specification mentioned in credit terms."

On the first shipment 60 days expired on December 24, but Sumitomo did not pay the 10 per cent until May 3 1983. Rabobank claimed interest from December

any loss suffered by Sumitomo 25 to May 5. It made similar claims in respect of the other shipments.

Sumitomo said it was not obliged to pay the 10 per cent until the Egyptian buyers had assured themselves that the goods complied with the specification, and had given instructions to Banque Misr to that effect. So it denied liability for the interest.

The meaning of the provision was obscure. Rabobank's construction was preferable.

The provision for payment within 60 days was the controlling provision. If within 60 days the buyers claimed that the goods did not comply with specification, the 10 per cent ceased to be payable under the letter of credit, and became payable if at all, under the contract of sale, subject to the buyers' right of counter-claim or set-off.

But if no claim was made within 60 days that the goods did not comply with specification, the 10 per cent was payable under the letter of credit forthwith.

The alternative construction could lead to the sellers' being held out of their money indefinitely while waiting for buyers' instructions.

The second point was therefore decided in Rabobank's favour.

The appeal was dismissed on the second point, but allowed on part on the first point.

Lord Justice O'Connor and Lord Justice Nicholls agreed.

For Rabobank: Mark Haggard (Slaughter & May)
For Sumitomo: Peter Cresswell QC and Caroline Walton (Clifford Chance)

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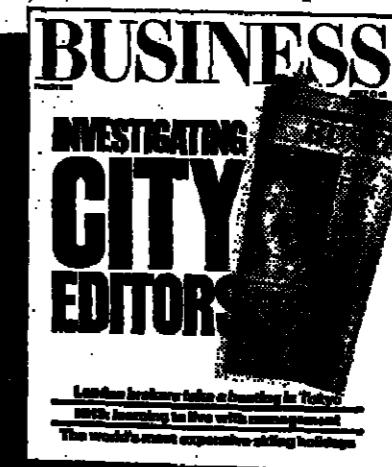
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RIVERSIDE IDEAS IN ACTION



Enterprise agencies

'We are poised at a critical moment'

Charles Batchelor examines where their future may lie

JOHN CARPENTER, executive director of Milton Keynes Business Venture, the Buckinghamshire town's enterprise agency, devotes much of his time to advising others how to set up and run their business.

But in recent months, Carpenter, who spent 30 years in the motor industry before going into small firms counselling, has been devoting more of his energies to solving his own agency's business problems.

In common with more than 300 agency directors spread around Britain, Carpenter has been pondering how to make himself less dependent on the Government, his local authorities and the private sector for financial support.

He is currently looking at a plan to set up a centre to provide local companies with marketing advice but wonders whether there would be enough customers in the area to make it profitable. "We've been looking at projects which would earn us revenue but it's been difficult to find one which comes up with the goods," he concedes. "We're poised at a critical moment. How much longer will our initial sponsors be ready to back us?"

So concerned are the agencies about their future that they are holding a three-day conference in Durham on April 6-8 entitled 'Needs of the Nineties' to discuss what steps they should take.

When the first of the agencies, the St Helens Trust, was set up in 1978 with the backing of the glass giant Pilkington Brothers, unemployment was rising fast and private industry and the Government was desperate to promote any project which might create jobs.

This depressing economic climate continued into the early 1980s as the enterprise agency idea caught on. With the energetic backing of David Trippier, then Small Firms Minister, more than 300 were set up around the country.

"Enterprise agencies became the macho symbol of the 1980s," says David Grayson, a director of Business in the Community (BIC), which is the umbrella organisation for the agencies. "Every town had to have one."

Given Britain's lack of a state-backed network of chambers

of commerce, which play a major role in backing small business in countries like France and West Germany, the creation of an enterprise agency network has made a significant contribution to the country's small firms sector.

But in the second half of the decade the challenges facing the agencies are starting to change. Unemployment has begun to fall; helping businesses expand rather than easing the jobless into self-employment has become more of a priority; and both Government and private industry are starting to reassess their role in the agency network.

Sophistication increased

As the number of agencies has grown and the people running them — either permanent managers or secondees from industry and commerce — have gained experience so the services they provide have increased in sophistication.

Now in his fifth year, John Carpenter's 14-strong team in Milton Keynes provides 1,500 counselling sessions a year, runs a range of Manpower Services Commissioned training courses, and also have a £50,000 seed capital fund.

But some agencies are developing an even wider vision. A dozen or so of the bigger agencies are starting to play a part in the total economic development of their region," he says. "They are involved in issues such as attracting inward investment."

For all their enthusiasm for a wider economic role the agencies will continue to be judged by their success in helping small business.

A survey carried out by BIC last year showed that agency assistance had halved the failure rate which would otherwise be expected among young companies. One in six of the businesses helped by an agency failed in its first three years compared with the one-in-three failure rate of small firms generally.

But the rapid growth of the number of agencies and the degree of autonomy they have has inevitably made for uneven standards. "In the early days

comes from about 3,500 companies which support either a local agency or BIC directly.

So far, Grayson claims, BIC has had no problem in raising funds from industry and commerce but pressures on corporate budgets are increasing. New sponsors are increasingly reluctant to put funds into a general pool. They want to be able to say they have backed a particular project.

"Sponsors are getting more professional," says Howe. "They look at the value they are getting for their funding and at the projects that are being put forward."

Henry Durousse, manager of Shell UK's enterprise unit, believes the agencies should stop simply responding to local demand for assistance and become more innovative in their approach.

And while local companies should continue to back the agencies in their core role of providing small business counselling, the larger companies should develop more imaginative ways of using the agencies.

Shell, which has developed a number of programmes to encourage enterprise and help young people into self-employment, uses the agencies to build up local contacts for one of its schemes to back graduate enterprises.

The agencies are keen to see the nationwide network which has been set up to deliver more of the government schemes to boost enterprise. John Cope,

the small firms minister at the Department of Employment, wants to create closer links with his own Small Firms Service, which has just 13 offices around the country.

But direct government funding is tapering off in line with the Department of Employment's aim of allowing the agencies to become a free-standing, private sector-led network. Meanwhile, the Trade and Industry Department, which now spearheads the Government's small firms programmes, has shown little interest in using the agencies.

A number of directors of the larger, more sophisticated agencies are angry that Lord Young, Industry Secretary, is setting up its own network of offices to handle his recently announced Enterprise Initiative, completely ignoring the agencies.

The agencies are already well aware that pressure on them to nationalise their operations can be expected to increase over the next few years — from the companies which sponsor them from financially strapped local authorities and from the Government.

Grayson estimates that the agencies' £30m annual budget is provided in equal measure by the public and private sectors. A small amount of public money comes directly from the Government but the rest comes from the one-in-three failure rate of small firms generally.

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ARTS

London Symphony/Barbican Hall

David Murray

With Gennadi Rozhdestvensky suddenly indisposed, Mark Elder, the Royal Opera's current guest for *Eugene Onegin*, was a last-minute救星 for Sunday's LSO concert with its all-Russian programme. And evidently Elder had benefitted either from Rozhdestvensky's rehearsals, or quite possibly from Rozhdestvensky's not having done any (it would be interesting to know which); for without forewarning nobody would have guessed from the keen performances that a last-minute substitute was in charge. It spoke very well for the confident clarity of Elder's podium style.

The continuous thrust he ensured both in Mussorgsky's *Night on the Bare Mountain* and the Second Symphony of Rachmaninov was impressive. Special subtleties were not conspicuous, but these were clean, thoroughly expert readings, and Elder drew more passion from the LSO strings than he got from the Royal Opera band on the first night of *Onegin*. Without any taut roar contrasts were high and strong, tempi crisp, first-class.

(Rozhdestvensky should be well enough to conduct the BBC SO at the Festival Hall tonight)

Thomas Hampson/Wigmore Hall

Richard Fairman

The stream of glowing reports in foreign magazines about Thomas Hampson's European opera performances has recently turned into a flood, and this recital on Saturday night was a most eagerly-awaited event. The word had clearly got around: the house was almost full, though that is perhaps not surprising, given that the young American has yet to make his opera debut over here and this was the only chance to catch him for a year.

In voice as in physical stature, Hampson is built on generous American scale. The tone points out with a healthy and sunny, open-air freedom. A few drowsy vowels in his singing of Haydn's English *Canzonette* apart, there was almost no sign of the mechanics that go into producing the sound, for this is a natural instrument per excellence – the song of voice. His American colleagues Sherrill Milnes must have heard in his early singing days.

As an artist, though, Hampson is already showing a greater sensitivity to musical styles. This recital programme, given in exemplary German and very creditable French, was never over-bold or brash; and if the singing was occasionally too

Bournemouth Symphony

Paul Draper

The Bournemouth Symphony Orchestra showed itself off under its Principal Conductor elect, Andrew Litton (the will take over about the way it was used). It seems a little indecent to complain, however, about a performance which superbly presented a stream of unfamiliar, attractive and fascinatingly argued music. Litton, altogether an eloquent and effective conductor, ensured some lovely mixtures of solo and tutti, timbre, and the accompaniment was a model of well-drilled sensitivity.

Rakhmaninov's *Symphonic Dances* came over graphically strong, full of bounding energy and exuberant nostalgia. The saxophone solo in the middle of the first movement was beautifully rendered. The second ('a slowly gyrating succession of waltz melodies') at the programme-note aptly put it: 'was driven, but not over-driven, and its dramatic surprises were all the more effective for the amplitude of the context in which they occurred.'

Nielsen's not often played Violin Concerto Op. 33 (written after the Third Symphony in 1911) followed: the soloist was Cho-Liang Lin (like the conductor, a graduate of the Juilliard School), whose technical accomplishment was breath-taking and only just on this side, perhaps, of robotic.

His tone is an fulsome and silvery-gold as any violinist I have

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FINANCIAL TIMES

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Tuesday March 8 1988

Exchange rate uncertainty

"NO, 'TIS not so deep as a well, nor so wide as a church door; but 'tis enough, 'twill serve." So answered Mercutio when asked about his state of health after receiving a mortal wound. Does Mr Nigel Lawson need to reply in the same vein when asked about the state of his monetary and exchange rate policy after yesterday's rise in the sterling rate of exchange above DM3?

Not surprisingly, the Treasury and the Bank of England state that policy has not changed. Formally, they are quite correct, the reason being that the Government has committed itself not so much to a policy as to good intentions about stable non-inflationary growth.

Unwillingness

There is a difference of emphasis between the Prime Minister and the Chancellor of the Exchequer on how to deliver on these broad intentions. The former has emphasised her unwillingness to surrender monetary sovereignty to the Bundesbank. The latter remarked to the Committee on Civil Service in December 1987 that "keeping the pound in line with the Deutsche Mark is likely to be, over the medium term, a pretty good anti-inflationary outcome".

Given the failure to join the exchange rate mechanism (ERM) of the European Monetary System (EMS), those remarks leave no indication of the range within which the exchange rate would be allowed to move. This uncertainty was being diminished in the only way it could be, by experience. The Chancellor indicated his desire to see no further falls in sterling when the rate was DM2.79. Since official reserves have increased by some \$20bn, in large measure to keep sterling below DM3, it was reasonable to conclude that the policy was to keep sterling between DM2.80 and DM3.00.

It may have been reasonable, but it turns out to have been incorrect. Does this matter?

The principal justification for the exchange rate link was that the exchange rate would provide a nominal anchor for the economy after the breakdown of monetary targeting. Businesses would get the stability they had constantly demanded, while the punishment for inflationary wage bargaining would be obvious.

Flawed plan for inner cities

THE BRITISH Government's announcement of a new programme for the inner cities is strong on presentation, but weak on new ideas or new money. The Prime Minister, Mrs Margaret Thatcher, was flanked by no fewer than six of her ministers when she announced yesterday that, "in partnership with the people and the private sector," her Government was embarked on a great enterprise which will leave its mark on Britain for decades and carry our towns and cities into the 21st century in much better shape." This statement was backed up by an assortment of press releases and a glossy full-colour brochure, entitled *Action for Cities*. On inspection, this turns out to be one of those cases in which the fatness of the prospectus is in inverse proportion to its contents.

Red tape

Individual items in the collection do have value. The Merseyside Development Corporation will have its area doubled and a new urban development corporation will be established in Sheffield. These non-elected authorities can cut through red tape to promote development. The first, in London's docklands, has been operating since 1981 with some success. Again, the five "city action teams" set up three years ago to co-ordinate at a local level the work of central government departments will be joined by two more. They might be useful. Two varieties of grant to stimulate private sector developments will be replaced by a "new simplified" single grant. It could help. Local anti-crime drives will be given co-ordinators, at a cost of £2.5m in the first year.

There are other items. Some money will be found for "compacts", in which groups of employers work with schools to guarantee a job with training to every school-leaver who meets certain standards. This is a promising idea which has been developed in London with the help of the Inner London Education Authority (an effort not mentioned by the Government yesterday as the ILEA is in political disfavour and due for abolition).

IT HAS NEVER happened before. Today voters in 20 states across the US will cast their ballots in separate Republican and Democratic party elections to choose about a third of the delegates for the two national conventions in July and August. There the delegates will nominate their party's candidates for the presidency.

Already there are predictions, based not only on the opinion polls but also on the implications of the complex rules governing delegate selection, that in the Republican Party the day's events could give Vice-President George Bush a nearly unassailable lead in the race for his party's nomination.

If these forecasts are accurate, main rivals, Senator Robert Dole and the Reverend Pat Robertson, could be left with little more than the hope that the Vice-President will commit the sort of egregious electoral blunder that will let them back into the contest. Six short weeks ago, after the first caucus in Iowa, their prospects looked much rosier.

Testimony to Mr Bush's strength has already come from his main rivals. Mr Robertson is talking about co-operating with Mr Dole in a "stop Bush" movement. Mr Dole is said to be preparing an all-out effort to halt Mr Bush's forward progress in what many political analysts see as a last-ditch struggle in the Illinois primary next week.

Mr Bush's supporters may, therefore, end up rejoicing at today's bunching together of early primaries. This would be something of an irony for a Republican since it was state governments run by Democrats which were primarily responsible for creating the so-called Super Tuesday in the first place. The double irony is that those same Democratic instigators enter today in no mood for celebration.

That is because, as it has turned out, they have probably created in Super Tuesday a monster which is running amok and trampling all over the goals they had in mind when they made their decisions.

With the sole exception of 1976 when Jimmy Carter, a former Governor from Georgia, swept the south on his way to the White House, Democrats have for 20 years been swimming against the conservative tide in presidential elections in a region which has been transformed not just economically but politically in the last 25 years.

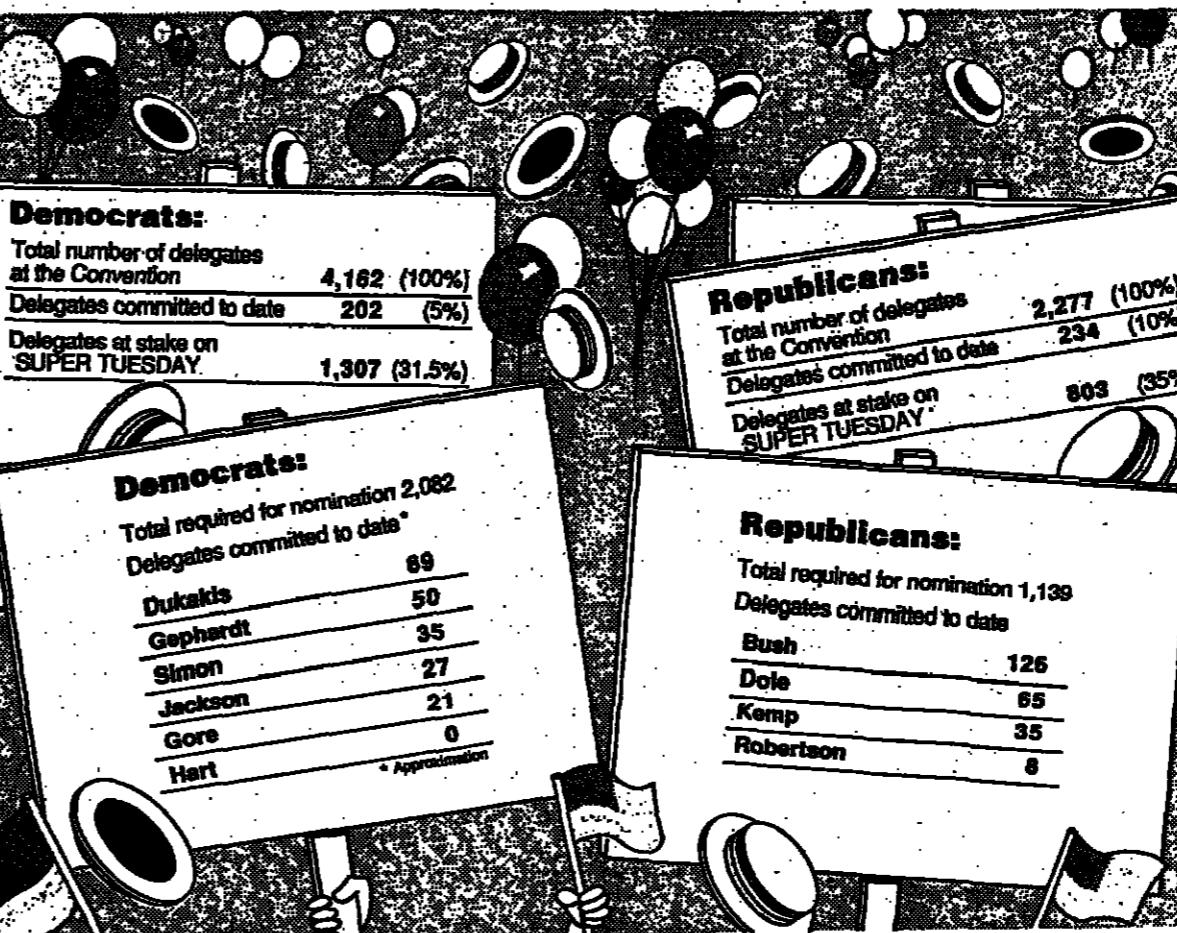
After Vice-President Walter Mondale's humiliating defeat by President Ronald Reagan in 1984, when Mr Mondale carried only his home state of Minnesota and the District of Columbia, southern Democrats decided enough was enough and the nominating process needed changing yet again. They believed that the McGovern-Fraser reforms of the early 1970s, in particular, strengthened the influence of the party's liberal wing and especially organised labour. The sort of candidate the system was likely to produce had too little chance of carrying the more conservative south.

By bunching the primaries in 14 southern and border states early in the year they hoped both to diminish the attention which the public (and in particular the media) paid to early, and allegedly unrepresentative, contests in Iowa and New Hampshire and to permit southern influence to rise again.

Some even harboured the hope that a prominent conservative southern Democrat, perhaps Senator Sam Nunn of Georgia, would be on the ballot on Super Tuesday, believing that the combination of regional pride and political ambition would propel him first to the party's nomination and then into the presidency. For if there is one thing most political analysts in the US agree on today it is that a Democrat who cannot carry some key states in the south has the odds heavily stacked against him in the presidential election.

But it has not happened as intended. Mr Nunn chose not to run, as did another popular southerner, former Governor Chuck Robb of Virginia. There are southerners in the field, the Reverend Jesse Jackson and Senator Albert Gore from Tennessee, but the

Democrat's US presidential primaries are proving embarrassing to the Democrats. Stewart Fleming reports



Short of comfort in the south

pre-race favourite is Governor Michael Dukakis of Massachusetts. In Texas, for example, Mr George Christian, formerly press secretary to President Lyndon Johnson and now a widely respected political consultant in Austin, was last week expressing concern that the Democratic Party might be on the verge of nominating another liberal as its party's standard bearer. He recalled that the Democrats have never won the presidency without winning Texas and Texas is a state Mr Bush calls home, even though his roots may be elsewhere.

More than this, far from being a decisive clean fight, Super Tuesday has degenerated into an ugly brawl among a field of candidates in both parties. This has left many of those likely to participate (at best 20 per cent of the electorate) either undecided about who to support or repulsed by the spectacle.

In part, this is because the scale of the field has overwhelmed the resources of the candidates. Media experts suggest that a fully financed campaign in Texas alone would cost \$300,000 (£251,000) for the week leading up to Super Tuesday. The Democratic candidates simply do not have this sort of money to commit to a single state.

So, short of cash and frantically trying to make contact with apathetic voters in the three weeks since they left New Hampshire, they have been resorting all to often to cheap (in all senses of the word) attacks on their rivals trying to target their spending to regions where it will have the most impact at the least cost.

Congressman Richard Gephardt, the Missouri Democrat, has run a 10-second

political advertisement charging that Mr Dukakis has "smeared" some of his rivals and "spied" on others. On the Republican side, Senator Dole, still smarting from the blistering attacks from Mr Bush which contributed to his defeat in New Hampshire, has prepared an advertisement pointing out that, while in office, the Vice President was leading the White House terrorism task force which said the US would never sell arms for hostages, and at the same time, approving the arms sales to the Ayatollah Khomeini. Republicans are

more credible with voters.

But it is not just the immediate impact which the Super Tuesday format is having on the style of the campaigns that has been worrying moderate party leaders. Even before the final frantic weeks of campaigning across the country it was clear that far from diminishing the importance of Iowa and New Hampshire, the Super Tuesday arrangement had accentuated the significance of the February races in those two small states.

They certainly made possible the emergence from the pack of Governor Dukakis who, in a divided field, is now appealing successfully to suburban liberals, white-collar workers and teachers and (particularly in Texas) Hispanics. He has the added advantages of being by far the best financed and organised candidate. Moreover, also voting today are his home state of Massachusetts, as well as Washington and Rhode Island, where he is well positioned.

The most truly southern of the Democratic candidates is also a man the originators of Super Tuesday did not particularly want to see near the front of the pack. Rev Jesse Jackson, the black former civil rights leader, is also the most liberal Democrat in the field, a man who would raise taxes on the wealthy and slash defence spending to balance the federal budget. Conservative Democrats believe that the party's post-Vietnam label of being "weak on defence" has been one of its biggest liabilities in a region which is more overtly patriotic and pro-military than other parts of the country.

With the Democratic field divided between four candidates who appear to

New suitors for the Old Lady

MA science akin to Kremlinology is practised by the City's Bank of England watchers, and the departure of two top officials, Rodney Galpin and David Walker, in only a week has presented them with a veritable feast for speculation.

Walker and Galpin were executive directors (the Bank only has four of them), which puts them directly below the Governor and his deputy in power and influence.

Walker occupied a rather ill-defined position. He was brought in from the Treasury in the 1970s by Gordon Richardson to look after industrial matters and help ailing companies. As those demands faded, he shifted his considerable energies to the securities markets, where he was deeply involved in stage-managing the Big Bang.

In his new job as chairman of the SIB, he will retain a non-executive directorship of the Bank (he plainly has his sights on the top job) but he may not be replaced – even if that were possible with someone who had made the job so much his own.

But Galpin's slot will have to be filled. He was in charge of banking supervision, and the Banking Act requires specifically that the post be occupied by a full-time executive.

There are two obvious candidates: Peter Cooke, the associate director who is chairman of the Bank's Committee on International banking supervision, and Brian Quinn who heads the Bank's supervision department.

My money is on Quinn, a compact Scot who has been called a "mini Sean Connery" because of his resemblance to the actor.

Quinn knows the business through and through, and enjoys a stronger standing in the Bank than Cooke who took some of the blame for the Johnson Matthey fiasco in 1984. Cooke's talents are also best deployed in Basle where he is working on international bank harmonisation. This will be coming to fruition between now and 1992, when many will become more dependent than ever.

Out of focus

Mr Thatcher and the bevy of ministers who launched the Government's Action for Cities initiative yesterday were most happy to embrace the industry-school Compact scheme.

The cold shoulder was reserved for the Inner London Education Authority which, together with the London Enterprise Agency, started a pilot Compact in the East End of the capital in September.

"I didn't want them in the first place – now under privatisation I'm being asked to buy them."

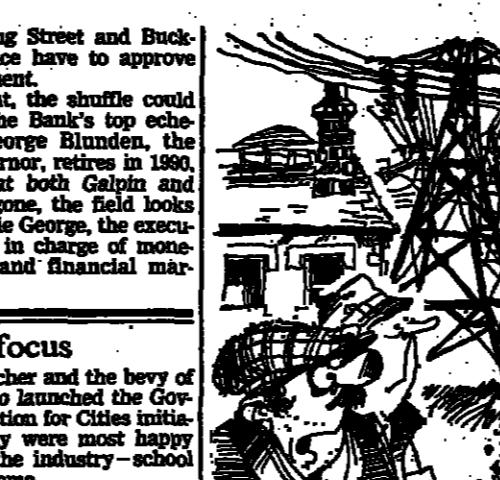
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Some furniture like the teenage son's "dancing legs" are designed to amuse. The legs are part of a female torso with rather prominent breasts. Professor Derek Walker, head of the College's Architecture and Design Studies Department with overall responsibility for the project, confessed that the right breast was prone to fall off if the legs twirled, a source of some anxiety since the Queen was visiting the house later in the day.

He said: "There is a lot of tongue in cheek here. You would have to be out of your mind to look 40 years ahead."

A clue to his thinking is the house vista. Projected on a window is the pool at San Simeon, the castle built by the newspaper tycoon Randolph Hearst. "We thought that was the ultimate in consumer insanity," said Walker. One refreshing survivor of the

OBSERVER



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1980s was the humble milk bottle which can be recycled and is therefore environmentally sound. In contrast the "reassurance centre" in the bedroom where you can sit and take your pulse, heart rate and blood pressure, is far from reassuring. The students said it would be equipped with a test for HIV positive.

All Souls, Oxford, has lined up an impressive list of speakers, including Lord Hailsham, the former Lord Chancellor; Sir Robin Butler, Secretary of the Cabinet; Lord Richardson, former Governor of the Bank of England; Field Marshal Lord Carver, former Chief of the Defence Staff; Sir Bryan Nicholson, Chairman of the Post Office, and Lord Callaghan, the former Labour Prime Minister.

The speakers at Clare College, Cambridge, have been rather more academic, and though they are no doubt illustrious, their names do not readily tip off the tongue. Their subjects are equally obscure, the gender and the historiographies of power in South and South-East Asia, power in the thought of Thomas Hobbes, and power in rural Wurttemberg are all guaranteed to expand the mind, to be sure, but when you need contacts in the corridors of power to lobby for a motorway, not very useful.

Not surprisingly, the Oxford seminar is titled "The Exercise of Power".

Finnish joke

Why does the cartridge belt of the Swedish army recruit have six bullet slots instead of five in the Finnish one?

The sixth is for lipstick.

be succeeding in targeting their messages to particular geographic and demographic groups. Mr Jackson's strong base among the large black populations of the south, allied to his growing appeal among a minority of working-class and liberal whites, has led political analysts to predict that he could emerge with up to a quarter of the 1,307 Democratic delegates at stake today.

Even Mr Gephardt, one of the founders of the Democratic Leadership Council, the moderate Democratic pressure group which gave the idea of Super Tuesday a political push, is not proving to be a conventional middle-of-the-road Democrat. Rather, he is busily embarrassing some of his erstwhile DLC associates, such as Mr Robb, by running as an economic nationalist.

He, in turn, is perceived to be challenged most directly by another DLC member, Senator Gore who, at least, does conform to regional prototype by being moderately conservative with a strong stand on defence issues, but with a smooth enough patina to woo voters outside the south. The able, but still youthful Senator Gore, 39, however, entered the contest belatedly. He hopes that his decision not to run in Iowa and New Hampshire, but to husband his financial resources for today's races, will not prove to be a handicap.

Further muddying the Democratic waters are the complex rules for choosing delegates to the convention, which vary from state to state. Generally they are based on a system of proportional representation allocated by congressional district. These rules, coupled with the fact that in eight southern states registered Democrats or Republicans are allowed to cross over and vote in the other party's primary (but not, in such an event, their own) also add to the overall uncertainty surrounding the likely outcome.

In the Republican party, there is less uncertainty. Although the rules vary, in several key states (notably Texas) a modified winner-take-all system is in operation. This means that Mr Bush could win not just a share of the delegates proportional to his overall percentage of the vote, but in some cases an entire state delegation.

But even though the Republican primaries could be much more decisive than the Democrats' in terms of producing a clear front-runner, the Republicans are, nevertheless, becoming increasingly concerned about cohesion within their party in this election year.

Their particular problem is the right-wing religious zealotry represented by Mr Pat Robertson. It seemed after his resounding second place in Iowa where he pushed the Vice President into third place, that he would be one of the winners on Super Tuesday. A string of primaries in the Bible belt of the south, where Christian fundamentalism is strongest, seemed tailor-made for the former television evangelist.

His unimpressive performance on Saturday in South Carolina raises some questions over that assumption, but it does not remove them. Moreover Mr Robertson is conducting guerrilla warfare at the grass-roots level of his party.

The militant tendencies of his supporters, with their religious agenda, constitute a strong force in the party, possibly exceeding his electoral drawing power. There are reports, for example, that some delegates selected to the Republican convention as supporters of Vice-President Bush might actually be Robertson allies. This threat of a party divided by religious zealotry could, in the short term, however, be another factor working in Mr Bush's favour.

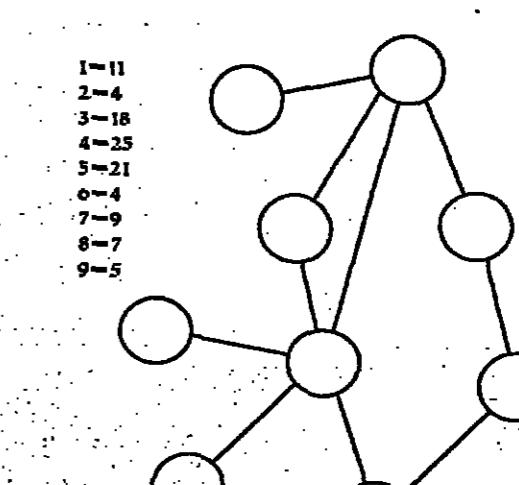
If he does as well as expected today the temptation for mainstream Republicans to rally round his candidacy and so to diminish the divisions in the party, will increase significantly. A divided and bickering Democratic field would then be seen as a liability to a party many of whose members believe that, if it could only unite around a candidate quickly, it can mount a potent challenge to the Republican candidate in November, particularly if that candidate is Mr Bush.

No. 3

Connections

Insert the numbers 1-9 in the grid so that the sum of all the numbers in the connecting circles only is as shown in the table.

for example:



DC GARDNER GROUP

Barry Riley talks to Sir Nicholas Goodison about his 12 years as Stock Exchange chairman

"IT WILL BE A WRACK. I've been on the Council for 20 years. But it had to be. In this particular role I have achieved everything I really meant to achieve."

In some sense Sir Nicholas Goodison's natural turn as chairman of the London Stock Exchange ended with Big Bang in 1986, but at the end of the previous year he had agreed to stay in his post during the subsequent difficult transition period. There has since been speculation that he was ready to leave two years after Big Bang and look for a new outlet for his energies. So it has proved.

As he prepares to step down from the position to which he was first elected in 1976, it is remarkable to realise that this senior statesman of the securities markets is still only 53 years of age.

This leaves him with plenty of time to pursue a new career. He has chosen the TSB Group where he will become a part-time director next month and where he will take over from Sir John Read as chairman at the beginning of 1989.

For many years he has devoted three-quarters of his time to the Stock Exchange chairmanship and he will do the same at the TSB.

"I don't think I would be satisfied with a string of non-executive posts because I am not as they are," he said yesterday, when in his office on the 22nd floor of the Stock Exchange. "One does want a mainstream activity and my background and experience is in the financial services industry."

His chairmanship has spanned a remarkable period in Stock Exchange history. "I rather doubt that I would have an exam on all the events of the past thirteen years," he said. His toughest time, he suggested, came early on when the Stock Exchange was entering the computer age with the introduction of the TELIS settlement system.

"Maybe it was because I was new. It was the first time firms had been obliged to undertake expenditure by Stock Exchange rule. My door kept on opening and a new pressure group would come through."

There have followed much more fundamental changes: the agreement to drop fixed commissions in 1983; the merger with the international securities dealers in 1985; Big Bang in 1986; the implementation of the Financial Services Act in 1986. And all the time the technological revolution has been gathering pace. The Stock Exchange is now bristling with computer systems. Two more are due for early introduc-



The thinking man's broker bows out

tion: SAERF, the small order and execution facility, by the end of this year, and Tauris, a paperless settlement system, during 1988.

Sir Nicholas is far removed from the popular image of a stockbroker as inward-looking and philistine. Champagne-swilling yuppie may be one part of the stock market scene, but the tall, languid Sir Nicholas has brought a rare intellect and cultural background to a Stock Exchange Council to which, it is often alleged, member firms are reluctant to second their best men.

"I find the interplay between business and politics very interesting, because I feel there are never enough people in either camp who wholly understand each other," he said.

When he became chairman he faced an unsympathetic Labour Government operating exchange controls, price controls and dividend controls. Moreover the Labour-originated action in the Restrictive Practices Court was actually pursued with some enthusiasm by incoming Tories like Sir John Nott, who was Trade Secretary at the time.

"They perceived the Stock Exchange as a monopoly, which

wasn't true," insisted Sir Nicholas yesterday. But a deal over fixed commissions was eventually done. "I think things have come out right in the end. And the release of energy following that agreement in 1978 is a very amicable arrangement."

He has found time to develop a serious commitment to the arts. Besides being the author of *English Barometers 1660-1860*, he is chairman of the National Art Collections Fund and also of the Courtauld Institute. He says that the move of the Courtauld from the firm was bought by the French Paribas group.

In due course Sir Nicholas will have to resign as a director of Quilter Goodison because of potential conflicts of interest with his role at the TSB, but he will remain an adviser to the old family firm. He describes it as "a very amicable arrangement".

He prepares to leave the Stock

Exchange confident that the new structure is now built and that it is "sturdy and competitive". But his last nine months or so promise to be as busy as ever, with major elements of the Financial Services Act coming into force and the technological programme continuing space.

His more than 12 years at the top have not always been without rumour of challenge, but serious opponents for the chairmanship have never come forward. For some obscure reason the Sun newspaper decided to start a "Goodison must go" campaign last year and distributed badges sporting the message. Loyal Stock Exchange staff retaliated with badges saying "Stick with Nick".

Yesterday he seemed content that his long reign was in fact coming to an end. But he confessed he did not yet have an account of what the TSB, "I don't imagine I will escape," he murmured.

One job that was certainly floated before him was that of chairman of the Securities and Investments Board. But he had

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When he became chairman he faced an unsympathetic Labour Government operating exchange controls, price controls and dividend controls. Moreover the Labour-originated action in the Restrictive Practices Court was actually pursued with some enthusiasm by incoming Tories like Sir John Nott, who was Trade Secretary at the time.

"They perceived the Stock Exchange as a monopoly, which

wasn't true," insisted Sir Nicholas yesterday. But a deal over fixed commissions was eventually done. "I think things have come out right in the end. And the release of energy following that agreement in 1978 is a very amicable arrangement."

He has found time to develop a serious commitment to the arts. Besides being the author of *English Barometers 1660-1860*, he is chairman of the National Art Collections Fund and also of the Courtauld Institute. He says that the move of the Courtauld from the firm was bought by the French Paribas group.

In due course Sir Nicholas will have to resign as a director of Quilter Goodison because of potential conflicts of interest with his role at the TSB, but he will remain an adviser to the old family firm. He describes it as "a very amicable arrangement".

He prepares to leave the Stock

Exchange confident that the new structure is now built and that it is "sturdy and competitive". But his last nine months or so promise to be as busy as ever, with major elements of the Financial Services Act coming into force and the technological programme continuing space.

His more than 12 years at the top have not always been without rumour of challenge, but serious opponents for the chairmanship have never come forward. For some obscure reason the Sun newspaper decided to start a "Goodison must go" campaign last year and distributed badges sporting the message. Loyal Stock Exchange staff retaliated with badges saying "Stick with Nick".

Yesterday he seemed content that his long reign was in fact coming to an end. But he confessed he did not yet have an account of what the TSB, "I don't imagine I will escape," he murmured.

One job that was certainly floated before him was that of chairman of the Securities and Investments Board. But he had

made no secret of his opposition to the legalistic approach of the current regulators. He is also opposed to the controversial "polarisation" principle, a view which will stand him in good stead in future with the other clearing bank chairmen, who have also fiercely opposed the imposition of a rigid choice between independent and "tied" status when selling financial products. According to Goodison: "I would have thought that particular matter could have been decided by disclosure."

The appeal to him of the TSB is that it is a big listed company active across the spectrum of financial services. Curiously, however, it lacks a major stockbroking firm, having recently disposed of the institutional side of Wood Mackenzie to County National. Would he want to take the TSB further into the securities business? "Ask me again in a year's time," was the noncommittal reply.

Sir Nicholas Goodison joined the family firm of H.E. Goodison in 1968, becoming a partner in 1982 and being elected to the Stock Exchange Council in 1988. In a subsequent merger the firm became Quilter Goodison, and after a brief flirtation with a Scandinavian connection the firm was bought by the French Paribas group.

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The ebbing power of Leviathan

sensational diagnoses and prophecies have been confirmed from the pronouncements of Mr Gorbachev himself, but some of the political and geopolitical consequences of Soviet decline have already begun to show themselves.

Those consequences are visible on every level:

• At the global level there are the series of concessions made by Mr Gorbachev on arms control, his advocacy of co-existence between different social systems

• At the regional level, even more astonishing, there is the remarkable frank admission of the depths and systemic nature of the crisis, the constant harping

on the need for the radicalism, and difficulty

of the economic and political reforms to be overcome to

improve relations with the West in order to carry through his domestic programme, and his attempts to revive the United Nations system even at the price of embracing the peace-keeping machinery ameliorated by his predecessors.

• At the regional level, even more astonishing, there is the willingness to cut losses and admit defeat in Afghanistan.

• At the level of the Warsaw Pact, there is the conspicuous lack of a Soviet response to the degeneration of the Ceausescu regime in Romania, which is not only in glaring contradiction to everything that Mr Gorbachev is trying to achieve domestically, but also is developing into an unprecedented crisis between two Soviet satellites (Romania and Hungary). In Poland, meanwhile, the Jaruzelski regime has to all intents and purposes given up even pretending to be Communist, yet without convincing the population either of the national legitimacy or of the ser-

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FINANCIAL TIMES

Tuesday March 8 1988

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Though it is weakened, reports of the Republican organisation's demise appear premature

Battered IRA casts its net wider

EACH WEEK An Phoblacht (The People), the Republican newspaper and mouthpiece of the IRA widely available in both Northern Ireland and the Republic, carries a macabre list of dedications to those "Republican Volunteers" killed in action, write Kieran Cooke in Dublin and our Belfast correspondent.

Last week the paper appeared with a black border after two of the IRA's most senior figures operating in the border regions were blown up handling their own bomb. At the weekend three more IRA operatives, again senior members of the organisation, were shot dead in the course of a terrorist mission in Gibraltar, apparently by a unit of the elite British military force, the Special Air Services (SAS).

It has certainly been a bad year for the IRA. But those forecasting its defeat are operating under dangerous illusions. As the British military now admits, the IRA is a sophisticated, highly trained organisation: both the former commander of British forces in Northern Ireland, Sir James Glover, and the Northern Ireland Secretary, Mr Tom King, have admitted in recent days that the IRA cannot be defeated militarily.

"The campaign will last as long as the Provisional IRA has the stamina and the political motivation, and so long as there is a divided island of Ireland," said Sir James.

The IRA is clearly no longer regarded, as it once was, as a group of amateur, footloose fanatics. Recent events have, however, weakened the IRA's military structure. Last March eight IRA members were killed again by units of the SAS, while attacking a remote police station in Loughgall, Northern Ireland. Last October four IRA men were blown up in Londonderry while training a bomb.

Last November, 11 IRA men were killed in the memorial day IRA bombing at Enniskillen: the IRA later admitted to a "tragic mistake" and suffered a severe propaganda setback.

The IRA operates as a tightly knit, cellular organisation, dependent on a hard core of perhaps only 50 highly trained individuals who direct the activities of no



Hooded men fire volleys at the funeral of a colleague

more than a total of 400 members. Analysts point out that those killed recently have been senior IRA figures, well known to the security forces. This could indicate a dearth of sufficiently trained new recruits.

But while the IRA is down, it is by no means out. Over the years it has widened its operations, not

only on the British mainland, but also in continental Europe. Ten years ago it bombed eight British army bases in West Germany in one night. In 1979, it assassinated the British ambassador in the Netherlands. Since then there have been a number of other IRA attacks in Belgium and West Germany.

Search for fourth suspect continues

Security forces in Gibraltar were still searching last night for a car bomb and a fourth IRA terrorist, following the shooting incident on Sunday in which three IRA bombers were killed.

Sir Geoffrey Howe, the British Foreign Secretary, told the House of Commons yesterday that there had been no explosives in

the car parked near the Government of Gibraltar's residence and thought by the security forces to contain a bomb.

The killing of the guerrillas provoked riots in Roman Catholic areas of Belfast last night. Police fired plastic bullets as youths hijacked buses and cars and set them ablaze. Page 2

Intelligence services in Britain and Europe are convinced that the IRA now has well lubricated channels of contact with other underground organisations, such as the Basque separatist organisation, ETA, and the French Action Direct group. Analysts feel that preparations for a bomb attack in Gibraltar, the furthest south IRA activities have so far been detected, would not have been possible without ETA support.

The IRA also has clearly formed a close liaison with the Libyan regime of Colonel Muammar Gaddafi, which has made no secret of its support for what it calls the just cause of the Irish struggle. While recent seizures of arms en route from Libya to Northern Ireland have been a set-back for the IRA, a massive armory of weapons, "Enough to start a small war" according to the Irish police, are now known to have arrived in Ireland. These are believed to include missiles capable of bringing down army helicopters.

The authorities in the Irish Republic are as worried as those in Northern Ireland about the amount of arms – believed to amount to at least 150 tons – in the possession of the IRA. Mr Gerry Collins, the Irish Minister for Justice, has spoken of the frightening prospect of 1,000 rifles being paraded down O'Connell Street in central Dublin.

The Government in the Republic also feels that recent actions by the British authorities, including the failure to prosecute officers of the Royal Ulster Constabulary alleged to have been involved in a "shoot to kill" policy in Northern Ireland, have played into the hands of the IRA and hardened attitudes among the nationalist community in the North.

Last weekend, as IRA bombers were launching their mission in Gibraltar, two of their comrades-in-arms were being buried in the border country of Northern Ireland. A funeral oration spoke of the need to continue "the war" against the British presence in the North as a dedication to those IRA members who have died. No one, especially the security forces, expects the IRA to fade away.

Rank buys US theme park group

BY NIKKI TAIT IN LONDON

RANK Organisation, the UK leisure and entertainments group with domestic interests ranging from Butlins holiday resorts to Odeon cinemas, yesterday announced the £180m acquisition of Ahnert Enterprises, a privately-owned American leisure company based in Bushkill, Pennsylvania.

Ahnert, founded by two brothers who are now in their 70s, owns 14 private caravan resorts on the US East Coast through its Outdoor World subsidiary. It also owns the franchises of the Yogi Bear Jelliesstone Park and Safari World resorts. Some 81 independently-owned public caravan resorts operate under the former franchise and 21 under the latter.

Ahnert also owns 2,250 acres in



the Pocono Mountains, a popular weekend retreat within 50 miles of New York City. Over the past 13 years, Ahnert has developed

about half of this land – selling plots of land and building town houses, second homes and timeshare units. It still has 500 acres remaining for development and also has options on a further 1,100 acres in the area.

Yesterday, Mr Michael Gifford, Rank's chief executive, said that Ahnert fitted the UK company's plans for further investment in the US, and offered substantial opportunities for growth.

Caravan holidays are considerably more popular in the US than in the UK and ownership of resorts is fragmented.

Ahnert, which has 90 per cent of its sites between Maine and Florida on the Eastern seaboard, ranks second in both the public and private resort markets. Rank already has hotel, holiday resort

and second-home interests in South Carolina, and claims to be the largest operator of caravan park resorts in Europe.

In the year to end-April 1987, Ahnert's turnover was \$115m, and trading profits \$26m. After financing costs, the pre-tax figure was \$14m, compared with \$3m and \$7m in 1985-86 and 1984-85, respectively. Outdoor World is the main profit-earner, contributing around three-quarters of the total.

The purchase price – finalised after almost two years of negotiations – comprises a \$25m cash payment and the assumption by Rank of approximately \$12m of debt, which it intends to refinance. Assets being acquired stood at \$154m at end-April 1987.

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move is practically unheard of for an exploration and production company.

Enterprise said it found an estimated 100 to 175m barrels of oil about 120 miles off the coast of Aberdeen, Scotland, in block 22/11 of the North Sea. The discovery is large by recent standards, though it is dwarfed by the 1bn barrel finds of a decade and more ago.

After several days of battling high winds and heavy seas, the crew of the Dundee Kingsnorth, a semi-submersible drilling rig, early yesterday morning succeeded in stabilising a flow of high quality crude oil from an exploration well at 6,500 barrels a day.

The find is a big boost to Enterprise, now the largest UK independent oil company, which in early December lifted its interest in the exploration block from 30 per cent to 100 per cent. Such a

move is practically unheard of for an exploration and production company.

Mr Graham Hearne, chief executive, said: "The discovery demonstrates that the North Sea is still a highly rewarding exploration area and that independent oil companies such as ours have a key role to play in developing the nation's oil reserves."

The discovery has been named the Nelson field after Admiral Horatio Nelson, who was killed at the battle of Trafalgar in 1805 and whose statue in Trafalgar Square, London, stands beneath Enterprise's offices.

Seismic surveys of the area indicate an oil reservoir about five miles long and two to three miles wide, stretching north into the block, which is 12 miles from the Shetland Islands. Shell, operator of the field, plans to drill its own well on the structure in the coming months.

Enterprise says that about 100m barrels of the reservoir are

located in its licence block and it is proceeding with plans to develop the field.

This will be the first time that Enterprise will have operated a producing field and increases Enterprise's projected oil production to more than 100,000 barrels a day by the middle of the next decade.

Development costs are estimated at between £300m (£825.7m) and £350m, or roughly £2 a barrel.

The field is about 10 miles from the giant Forties field operated by BP, creating the possibility of pumping oil from the field through existing pipeline facilities.

After a test of a second well at the site next week, Enterprise plans to drill two appraisal wells in the southern part of the structure by summer.

Oil analysts said that preliminary estimates of the reservoir size could be subject to significant revision.

Development submissions to the Department of Energy are planned for next year, with production expected by the end of 1992. Enterprise shares, which rose strongly last week on rumours of a big oil find, yesterday gained 10p to close at 325p.

Pirelli said its offer would be

open until April 1 and that it was

conditional, among other things,

on winning control of two-thirds of Firestone shares.

The other conditions are that

any "poison pills" Firestone may

have prepared against unfriendly

takeovers be removed, and that

the agreement with Bridgestone is not made definitive.

Pirelli said it had organised

"ample sufficient" lines of credit

with the help of Swiss Bank Cor-

poration and Crédit Suisse. No

increase in Pirelli's own capital

was needed.

Roderick Oram in New York

said US peace proposals for the

region presented last week by Mr

George Shultz, the US Secretary

of State, could lead to an invitation to the PLO to take part in an international peace conference.

But until yesterday none had

inflicted civilian casualties. A

month ago two Israeli soldiers

died in a clash with gunmen who

managed to cross the border from

southern Lebanon.

Separately yesterday Mr Yitzhak

Shamir, the Prime Minister,

organisation.

Mr Shamir is strongly opposed to

the proposals. Successive

Israeli governments have ad-

mitted to have any contact with a body always branded

unequivocally as a terrorist

organisation.

Continued from Page 1

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BROAD BUSINESS BASE
+STRONG ASSET BASE
+CONSISTENT GROWTH
+GOOD MANAGEMENT=

WOLSELEY

SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Tuesday March 8 1988

A MOVING
EXPERIENCE
JCB
CONSTRUCTION EQUIPMENT

Warner to seek bid talks with Lorimar-Telepictures

BY JAMES BUCHAN IN NEW YORK

WARNER Communications, the US entertainment and communications group, yesterday emerged as the front-runner in the Wood's jostling for control of Lorimar-Telepictures, the film studio which has been troubled by erratic financial management and unsuccessful diversification.

Lorimar, which is best known for making successful television series such as *Dallas*, said yesterday that it had been approached by Warner "to explore the desirability of a business combination."

The announcement sent Lorimar's stock up 3½% to \$14½ in early trading as Wall Street braced itself for the sale of the company to Warner. At \$14½ Lorimar is worth about \$600m.

Analysts believe that other Hollywood studios - such as Columbia, Paramount, Disney and MCA - could be interested in the Culver City company, which is the leading US supplier of original TV programming.

However, they say Warner, which is strong in full-length films but weak in first-run TV, has the edge.

Mr Adelson said last year that he was pulling back from businesses outside entertainment, and Lorimar has since sold three television stations and the ad agencies. However, Lorimar reported a loss in its most recent quarter of \$19.2m on revenues of \$22.8m, claiming there were irregularities at its home video business.

Gambro earnings surge by 67%

BY SARA WEBB IN STOCKHOLM

GAMBRO, the Swedish manufacturer of kidney dialysis and intensive care equipment, reported a 67 per cent increase in profits, after financial items, to SKr22.5m (\$37.1m) last year, reaping the benefits of its earlier restructuring measures.

Group sales rose by 64 per cent to SKr2.64bn, helped by the acquisition last September of the Hospital Group, the Swiss-French manufacturer of artificial mem-

branes and machines for kidney treatment, for SKr1.2bn. The board proposes raising the dividend from SKr0.8 to SKr1.2.

Gambro said that sales of products for kidney care, which account for about 50 per cent of the total sales, rose by 12 per cent to SKr2.23m, taking competitive units into consideration.

Sales of intensive care equipment and products used in anaes-

thesia rose by 13 per cent to SKr2.28m. Operations in Spain and Italy showed strong profits and managed to strengthen market position, while developments in the US were unfavourable.

The Hospital Group showed strong earnings last year, the group said. The acquisition was intended to help form the world's largest manufacturer of dialysis products.

IU accepts \$670m Neoax offer

BY OUR NEW YORK STAFF

IU INTERNATIONAL, the US trucking, food services and waste management company, has accepted a \$22½ a share or \$670m offer from Neoax, a company about one-tenth its size which has been stalking it for the past two months.

Neoax is a successor company to White Motor, a heavy truck maker which was reorganised under bankruptcy laws in 1983. It

had initially offered \$17½ a share, and IU tried various defences including an above-leveraged buyout, selling some of its assets and a recapitalisation.

But after Neoax raised its offer to \$22½ the two sides began negotiating late last week. Shortly before Neoax announced its first offer, IU's shares were trading at \$9.75 and traded unchanged at \$22 yesterday.

This announcement appears as a matter of record only.

General Electric in counter-bid for Roper

By Roderick Oram
in New York

GENERAL ELECTRIC, the US major industrial products group, yesterday launched a \$422m, or \$45-a-share, counter-bid for Roper, a kitchen and garden equipment maker which agreed recently to a takeover offer from Whirlpool, a competitor.

GE's first-ever unsolicited takeover offer but it reflected the specific situation rather than a change of strategy, the company said.

Roper's shares leapt \$10½, to \$48½, for surpassing Whirlpool's \$37½ a share, or \$332.5m, initial offer. The Georgia-based manufacturer of kitchen stoves, lawn mowers and garden tractors had accepted it last week after Goldman, Sachs, its investment banker, had judged it fair to shareholders.

Roper said it had no immediate comment on GE's offer but would study it. In light of the Whirlpool agreement, GE said it was going directly to Roper's shareholders with a tender offer which began yesterday and expires on April 12.

GE had approached Roper with a view to a takeover last year but was rebuffed. GE's main interest was Roper's gas kitchen ranges which it and other sub-contractors make under the GE name plate.

Whirlpool's interest in Roper appeared to stem from the manufacture by both of them of equipment for Sears, Roebuck under the retailer's Kenmore brand name. Merging their operations might give Whirlpool more negotiating clout with Sears - by far the largest US stores group.

In its fiscal year ended July 31, Roper earned net profits of \$22m on sales of \$703m. GE

expects the result for 1988 to be a considerable improvement on 1987, but the group does not expect to be back in profit until 1989.

De Benedetti names backers in bid for Belgium's most powerful company

Nestlé and Philips in SGB line-up

BY TIM DICKSON IN BRUSSELS

MR CARLO DE BENEDETTI, the Italian industrialist who is striving to win control of Société Générale de Belgique, Belgium's most powerful company, said yesterday that his much-touted "camp followers" include Philips, the Dutch electricals group, and Nestlé, the Swiss food multinational.

The disclosure of these and other corporate names such as Shearson Lehman, the US investment bank, and FAI Insurances, the Australian insurance concern, had been requested by the Belgian Banking Commission as a condition for extending Mr De Benedetti's bid for SGB until March 18.

Even so, it was seen in Brussels as strengthening Mr De Benedetti's hand in the now deadlocked seven-week takeover battle for the country's beleaguered business institution.

Until yesterday Cerus, the Italian's side bringing with him the 2 per cent stake in SGB held by Gevaert, the financial holding company.

This group is now opposed

by a rival Franco-Belgian consortium, led by Compagnie Financière de Suez of Paris and Grasim AG, Belgium's leading insurance company, which claims to speak for 52 per cent of the capital.

Yesterdays statement from Cerus breaks down its 47.61 per cent "holding" and shows that the biggest chunk (15.9 per cent) is owned by a company

called Europe 1982.

Europe 1982 - a name con-

sciously designed to conjure up

an image of the barrier-free

European market which is

planned for that date and

which has as its only assets the SGB shares - is owned by

Cerus, Gevaert, another Bel-

gian financial holding company

and expires on April 12.

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The loss includes most of the costs of an extensive reorganisation and redundancy package, which will extend over at least two years. The result for 1988 is expected to be a considerable improvement on 1987, but the group does not expect to be back in profit until 1989.

Group turnover for 1987 was down from DM4.8bn to DM4.4bn. The expected loss of DM285m compares with consolidated group earnings in 1986 of DM21.9m, down from DM57.6m in 1985. However, the 1986 result covered a DM163m operating loss.



Carlo De Benedetti: "Camp followers" revealed

intends to take 4 per cent of the Europe 1982 capital. Cerus, meanwhile, stressed that its participation would remain at 50.01 per cent.

Although it was not confirmed yesterday, Philips and Nestlé are also thought to be among those direct La Générale shareholders in the De Benedetti camp listed as "others" - accounting for 2.32 per cent of the total.

The balance consists of CBI with 11.72 per cent, FAI with 3.24 per cent, the Geneva-based Banque Financière de la Cité with 3.24 per cent, and Odyssey Partners, a New York financial group with 0.97 per cent.

Cerus said its claim to control 47.61 per cent assumed all outstanding warrants would be exercised.

In a separate development yesterday Mr René de la Genière, president of Suez, confirmed the confidence expressed on Sunday by Mr Maurice Lippens of Groupe AG that the Franco-Belgian camp had a controlling stake. The aim now was "to get things back on the road" and "assure a return to normal."

KHD sees DM285m loss as group turnover plunges

BY DAVID GOODHART IN BONN

KLOCKNER-Humboldt-Deutz, the troubled West German diesel engine and agricultural machinery group, which announced 6,000 redundancies at the end of last year, has revealed it will probably make a loss of DM285m (\$167m) for 1987. It had already announced the cancellation of its 1987 dividend.

The loss includes most of the

decreased sourcing of work outside Germany, a restructuring of group finances and rapid modernisation of some plant.

Group turnover for 1987 was

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The expected loss of DM285m

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group earnings in 1986 of

DM21.9m, down from DM57.6m

in 1985. However, the 1986 result

covered a DM163m operating loss.

Royal Trust deposit flows helped by October crash

BY ANDREW BAXTER IN LONDON

DEPOSIT FLOWS into Royal Trust, one of Canada's two largest trust companies, have increased significantly since the October stock market crash. Mr Michael Cornelissen, president and chief executive, said in London yesterday.

This meant that clients' portfolios had been cushioned from at least 50 per cent of the effects of the crash, said Mr Cornelissen, who was in London as part of a programme of annual meetings.

Meanwhile, the company's C\$2bn mutual fund programme, which had been growing fast before the crash, was picking up after three flat months.

March 2, 1988

United Technologies Corporation

has sold the European Operations of its wholly owned subsidiary

Essex Group, Inc.

to

Von Roll AG

The undersigned initiated this transaction, acted as financial advisor to United Technologies Corporation and assisted in the negotiations.

Salomon Brothers AG

Wiesenstrasse 10, 6000 Frankfurt am Main 1, West Germany
Salomon Brothers Inc, One New York Plaza, New York, NY 10004
Atlanta, Boston, Chicago, Dallas, Los Angeles, San Francisco, Zurich
Affiliates: London, Tokyo
Member of Major Securities and Commodities Exchanges.

U.S. \$400,000,000
Euro-Commercial Paper and Certificate of Deposit Programme

Unconditionally and Irrevocably Guaranteed by



Eni
Ente Nazionale Idrocarburi

(A Public Statutory Body of the Republic of Italy)

Dealers
Bankers Trust International Limited
Chase Investment Bank
Citicorp Investment Bank Limited
Goldman Sachs International Corp.
SBCI Swiss Bank Corporation Investment banking

March, 1988

INTL. COMPANIES AND FINANCE

Sime Darby interim profits up 73%

BY WONG SULONG IN KUALA LUMPUR

SIME DARBY, the diversified Malaysian group, lifted pre-tax profits by 73 per cent to 133.6m ringgit (US\$61.9m) for its first half to December, on turnover up 31 per cent to 1.51bn ringgit.

Apart from the insurance division, which was affected by the stock market crash last October, all sectors reported much improved results, reflecting the general recovery in the Malaysian economy. The group's operations in Hong Kong, Singapore and the Philippines also recorded strong earnings growth. Sime's non-Malaysian operations contributed 35 per cent to group profits.

Profit after tax and minorities was 65 per cent higher at 59.2m

ringgit. Sime is raising its interim dividend to 4 cents a share from 3 cents previously. The results of the group's listed subsidiaries showed that:

Consolidated Plantations achieved an 80 per cent jump in pre-tax profits to 48m ringgit on the strength of higher commodity prices, particularly for palm oil. Turnover rose 23 per cent to 230m ringgit. Profit after tax and minorities was almost doubled to 23.2m ringgit. The interim dividend was raised to 6 cents from 4 cents.

Tractors Malaysia had pre-tax profits of 15.7m ringgit, an increase of 63 per cent. The group benefited from demand for heavy

equipment from the buoyant timber industry in east Malaysia. Turnover was 47 per cent higher at 130m ringgit, while net profit rose 55 per cent to 14.8m ringgit. The interim dividend is unchanged at 12.5 cents.

Sime Darby Hong Kong recorded after-tax profits of HK\$38m (US\$7.4m), an increase of 20 per cent on turnover up 55 per cent to HK\$1bn. The company, which distributes BMW and Mitsubishi cars, said margins were squeezed by the higher yen and D-Mark.

Sales, which fell sharply after the stock market crash, have since recovered, the company said. The interim dividend is 6 cents, up from 5 cents.

Acquisition limits first-half rise at Boral

BY BRUCE JACQUES IN SYDNEY

THE A\$420m (US\$305m) acquisition of Blue Circle Southern Cement and mixed markets for its output held Boral, Australia's premier building products group, to a 13.4 per cent gain in net profits for the half year to December.

Amid big increases in interest payments, depreciation and minority shares of earnings - mostly reflecting the Blue Circle acquisition - earnings moved from A\$88.2m to A\$102m on a 19.2 per cent boost in revenue from A\$1.6bn to A\$1.9bn.

The interim dividend has been raised from 9 cents to 25 cents a share, taking about A\$61.2m and maintaining the company's pay

out rate at a little better than 50 per cent of earnings. Sir Peter Finley, Boral's chairman, said the Blue Circle acquisition was positive for the company in the half but it was difficult to be specific on the exact contribution after December.

The group's interest bill nearly doubled from A\$17.8m to A\$32.8m in the period, while depreciation jumped by 44 per cent from A\$2.8m to A\$4.2m. The minority share of earnings jumped from A\$1.8m to A\$2.5m.

Sir Peter indicated that Boral had taken a strategic decision to maintain, or gear up at a historically high level of about 52 per cent after funding the Blue Circle

bid and the company's interest bill was thus likely to remain near current levels.

He said the company preferred to continue to fund a high level of capital expenditure, about A\$110m in the latest half, then to retire debt.

More than A\$60m of this spending was on acquisitions or business expansion. The largest included a quarry near Los Angeles, a concrete block plant at Brisbane and concrete roof tile plants in California and Arizona.

Despite a usual seasonal dip in second-half earnings, the result puts Boral well in line to achieve local analysts' forecasts, ranging between A\$170m and A\$190m, for

the full year. This would more than maintain the company's compound growth rate of 16.5 per cent in earnings per share over the past decade.

The directors see some flatter spots in operations for the current half, including road surfacing and civil engineering work, but they are encouraged by a gathering boom in domestic housing approvals. The housing industry accounts for about 25 per cent of the company's business.

The result was after tax of A\$92.1m (A\$78.2m previously) but excluded extraordinary losses of A\$3.4m (A\$2.5m).

Static earnings for Sino Land

BY DAVID DOOWELL IN HONG KONG

SINO LAND, the Hong Kong property development company controlled by the family of Mr George Hirsch, reported after-tax profits of HK\$17.2m (US\$2.2m) for the six months to December, against HK\$17.1m for the previous half, on turnover almost flat with HK\$17.2m.

Mr Hirsch announced yesterday that his family company, GSH, would offer A\$2.50 a share for the 48.5 per cent of Hooker it did not already control. GSH will make the same offer for the 14.7m partly-held shares Hooker has in Sino Land, bringing the total value of the bid to about A\$21.7m (US\$16.7m).

The move had been expected by the market for some weeks, and Mr Hirsch pointed out yesterday that the offer level was more than 30 per cent above the company's A\$1.75 price "before" speculation about the bid pushed up the price.

But yesterday, Hooker shares jumped 9 cents to A\$2.35 in Sydney on heavy turnover of 2.3m units, suggesting that Mr Hirsch may face blocking tactics in his attempt to take Hooker private.

The bid, which has a 90 per cent acceptance condition, could be vulnerable to another party taking a strategic stake of just over 5 per cent in an attempt to extract a higher price.

shares in the Hong Kong share market, earning an estimated 20 per cent of operating profits in 1986-87 from such investment. There was no hint in yesterday's announcement that these activities led to exceptional losses.

Mr Ng has a reputation as one of the most aggressive bull market buyers of property in the territory. The company also dealt in

Hong Kong but he recently agreed with the Futures Exchange Guarantee Corporation to repay about HK\$700m over eight years.

These liabilities have had no direct impact on the performance of Sino Land.

Sino Land, the holding company controlled by the Ng's that were left with a massive speculative exposure to Hong Kong's futures market in October. His liabilities are said to have passed

Haeco lifts dividend to 48 cents

BY OUR HONG KONG CORRESPONDENT

HONG KONG Aircraft Engineering Company (Haeco), the aircraft servicing concern controlled by the Swire Group, boosted attributable profits for 1987 by 20 per cent to HK\$17.8m (US\$2.2m) on a turnover up 10 per cent to HK\$1.0bn. The final dividend is 34 cents per share, compared

with 28 cents in 1986, lifting the dividend from 41 cents to 48 cents.

Mr Peter Sutch, chairman, said maintenance facilities are fully committed for the first six months of this year, though prospects for the second half are less certain.

In the recent past, British Airways has been the group's biggest customer, with Cathay Pacific Airways also using Haeco to service its fleet. In 1987, the group lost a long-standing contract to service Gulf Air's fleet when the Middle Eastern airline set up facilities of its own.

This announcement appears as a matter of record only.

Noel Limited

(incorporated with limited liability in the Cayman Islands)

U.S.\$50,000,000

Secured Floating Rate Notes due 1993

Norinchukin International Limited Nomura International Limited

March 1988

U.S.\$150,000,000

Bank of Ireland

(Established in Ireland by Charter in 1783, and having limited liability)

Undated Floating Rate Primary Capital Notes

In accordance with the provisions of the Notes, notice is hereby given that for the three month Interest Period from March 8, 1988 to June 8, 1988 the Notes will carry an Interest Rate of 7% per annum. The interest payable on the relevant interest payment date, June 8, 1988 will be U.S. \$176.89 per U.S. \$10,000 principal amount.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank
March 8, 1987

The Hongkong and Shanghai Banking Corporation (Incorporated in Hong Kong with limited liability)

U.S.\$400,000,000

PRIMARY CAPITAL UNDATED FLOATING RATE NOTES (SECOND SERIES)

Notice is hereby given that the Rate of Interest has been fixed at 7% and the amount payable on the relevant Interest Payment Date, June 8, 1988 in respect of the \$10,000 nominal of the Notes will be \$89.44 and in respect of \$100,000 nominal of the Notes will be \$1,788.89.

March 8, 1988, London
By: Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK



Raffinerie Tirlemontoise

S.A. results 1986/87

(million BEF)

	1986/87	1985/86
Net profit	1,686	586
Net current cash flow	2,642	2,336
Total bruto dividends	569	456

Our company has undergone profound change during the year.

Following the division of RT Holding and Raffinerie Tirlemontoise, the latter was successfully floated on the Brussels Stock Exchange in May.

We have consolidated our position in a stagnant European market, partly by launching a low caloric cube sugar: Ti-Light. We were also able to export for a satisfactory return, our sugar outside the EEC in spite of the current difficult conditions prevailing in the international market place.

Turning to 1987/88, we are optimistic that the results will continue to be encouraging for the following reasons:

1. Sales will be stable.
2. Savings from a reduction in production and general expenses will more than compensate for increased charges from the EEC.
3. The conclusion of negotiations on potential acquisitions in the near future, will boost our diversification effort in the food sector.

RAFFINERIE TIRLEMONTOISE THE FUTURE IS IN OUR HANDS

For a copy of our annual report please write to: 182 avenue de Tervuren - 1150 Brussels

This announcement appears as a matter of record only.

February, 1988

Banco Hispano Americano, S.A.

US\$300,000,000

Euro-Commercial Paper and Euro-Certificate of Deposit Programme

Arranged by:

SBCI Swiss Bank Corporation Investment banking

Dealers:

Credit Suisse First Boston Limited

SBCI Swiss Bank Corporation Investment banking

Shearson Lehman Brothers International

S.G. Warburg & Co. Ltd.

Issue and Paying Agent:

The First National Bank of Chicago, London Branch

SBCI
Swiss Bank Corporation
Investment banking

INTL. COMPANIES AND FINANCE

Pirelli throws a counter punch

FOR AN Italian company, the Pirelli group is unusually sparing in its public comment. So one can only imagine the reaction in its Milan headquarters three weeks ago when Firestone Tire & Rubber of the US announced it had agreed in principle to sell 70 per cent of its tyre business to Bridgestone of Japan for \$1bn.

At the very least, alarm and despondency must have prevailed. The Japanese were making off with a prize for which Pirelli had declared itself a survivor only a few days earlier.

Whether or not Pirelli's proposal to Firestone for the two to negotiate the sale of the US company's tyre business was a factor in speeding up the Bridgestone agreement is open to conjecture.

More certain is the fact that the proposed Firestone-Bridgestone deal was a double blow for the Italian tyre and cable manufacturer, run by the elegant, publicity shy Mr Leopoldo Pirelli, 62. It took out of play the one leading American acquisition which was both financially affordable and practically suitable for Pirelli.

By the same token it transformed Bridgestone from a largely Japanese manufacturer into a potentially important rival in European and American markets.

With Sumitomo in control of Dunlop, the possible arrival of a second Japanese manufacturer has been of concern not just at Pirelli but at other European tyre companies.

Little wonder, therefore, that Pirelli felt bound yesterday to launch an audacious \$1.93bn takeover bid for all of Firestone. The bid is the largest attempted foreign acquisition by an Italian company.

While substantially outstripping the cost of Mr Carlo De Benedetti's bid for control of Société Générale de Belgique, the Pirelli move reflects a similar concern to be a key global player in the 1990s.

With its 130 factories in 16 countries, Pirelli is already a highly international company. But it has consistently failed to either build or acquire US assets during a decade of crucial restructuring in international tyre manufacturing.

Since the \$12bn-a-year US market takes about one third of the world's annual car and truck tyre production, this is the glaring lacuna in an otherwise successful rebuilding strategy.

Thanks to plant closures, technological innovation and successful new products, the Italian company has been enjoying steadily increasing profits since it ended a decade of losses in 1980.

John Wyles and Paul Betts on the European bid for Firestone

Nevertheless, Pirelli holds only 1 per cent of the US car tyre replacement market compared with Michelin's 10 per cent, Goodyear's 15 per cent and Firestone's 9 per cent.

Its sales of truck replacement tyres yield a somewhat better 5 per cent share, but this is still less than Bridgestone's 7 per cent and well below Michelin's 15.5 per cent and Goodyear's 22 per cent.

Firestone's "aggregate" net profits which, in the year ended June 1987, climbed 33 per cent to \$141m on sales of

always been a do-it-alone company.

But when Bridgestone proposed to team up with Firestone, Michelin could not remain indifferent.

The Firestone-Bridgestone alliance seriously threatened to change the current balance of power in the world tyre market - with Bridgestone commanding the lead in Japan, Michelin number one in Europe, and Goodyear at the helm in North America.

So it was not difficult for the French group to back the efforts of Pirelli to try to defeat the Japanese move. But with its traditional low profile, Michelin made it clear yesterday that it was not playing a leading role in the Pirelli counter bid for Firestone.

However, the purchase of Firestone assets from Pirelli, if completed, would represent the biggest acquisition ever undertaken by the French tyre group, which has always opted for internally generated growth.

It would also help Michelin's efforts to increase its penetration of the US tyre market and enhance its ambitious efforts to increase its presence in Brazil.

In North America, in one of the boldest foreign investment programmes undertaken by a French company, Michelin has spent about \$1bn since the mid-1970s to build a network of nine tyre plants. At the same time, the company set up a marketing network of about 8,000 independent dealers.

But with Firestone's "Master Care" business it would acquire a specialised network of a further 1,500 dealers, boosting the French group's overall penetration of the US market.

In Brazil, Michelin has already invested heavily in the truck tyre business, with two plants and plans to double production.

The open question at the moment is whether it faces a bidding battle with Bridgestone, the Firestone "board" or both. Although some New York analysts think that Bridgestone was paying over the odds for just 75 per cent of the Firestone tyre business, one senior executive at another European tyre company claimed yesterday it would be a cheap buy for the Japanese.

In which case, a net purchase price for Pirelli of \$1bn plus \$1.2bn for all of Firestone's tyre business would seem to be equally advantageous.

The Michelin tyre company has always had three important characteristics. It is one of the most secretive companies in the world, it has always been a technological leader in its field, and it has

4.7bn. The company is expected to announce shortly that full 1987 sales reached \$5.5bn, of which 44 per cent came from tyres.

Pirelli says that it has "irrevocable" lines of credit with both to finance the Firestone acquisition. Its advance agreements with Michelin should enable it to recoup up to \$300m of the purchase.

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increased last year at full use of new capacity at plants.

Mr Gunnar Engman, who succeeds Mr Christer Zetterberg as managing director this month, said the market for newspaper was extremely strong last year, largely because of high advertisement expenditure.

Production at the newspaper operations, which account for nearly half the group's sales, has

increased last year at full use of new capacity at plants.

Almost half the increase in sales came from the acquisition last year of the consumer products division from MoDo, another Swedish forestry group which is the dominant shareholder in Holmen.

The company also plans what it described yesterday as an "aggressive expansion". Details will be announced at the annual meeting in June.

In the meantime, the bank's capital is to be raised by a nominal SFr1.4bn to SFr12.5m.

Baer said that in spite of the stock market crash and the dollar's decline, 1987 was a good year. Net commission income rose by 17 per cent to SFr145m, of which 85 per cent originated from securities business.

Income from foreign exchange

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The improvement in profits stems mainly from strong demand for newsprint last year. Holmen believes that prospects for 1988 remain good.

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

GPA seeks increase in financing

BY STEPHEN FIDLER, EUROMARKETS CORRESPONDENT

GA GROUP, the international aircraft leasing company based at Shannon in the Irish Republic, has surprised creditor banks with a request to increase the amount of a financing raised last year.

The company, formerly known as Guinness Peat Aviation, raised \$1.6bn of finance in a deal signed last September for the purchase of 70 Boeing 737s. At a meeting on Friday, the 11 banks which underwrote that transaction were asked to agree to a number of significant changes, including an increase in its size to \$2bn.

The GPA deal was one of the most difficult syndicated financings of 1987 and the 11 banks underwriting the transaction

were all left with a far bigger stake than they originally bargained for.

An apparent sweetener to the underwriting banks, GPA promised a secondary syndication of the financing this year, to allow them to reduce the amount of their undesired exposure.

The banks met on Friday when Citicorp, the bank leading the transaction, proposed a number of changes to the deal.

These are understood to include:

• A \$300m increase in the size of the financing;

• An increase in the margin by 1/4 percentage point;

• Adjustments to the amortisation schedule, which will reduce the average life of the financing but leave a larger "balloon" payment to be worth more than \$500m.

Bankers said the original financing combined aggressive pricing and an innovative structure, which put off many potential backers. "The whole structure was just too ambitious for this particular borrower," one said yesterday.

It is thought that Citicorp, which had no comment yesterday, is hoping that the reductions now proposed in the deal's complexity, and the higher margin, will bring in more banks to the deal.

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Lloyds sets up private bank in Geneva

BY WILLIAM DULLFORCE IN GENEVA

LLOYDS BANK, the smallest of the big four British clearers, has set up an international private banking group based in Geneva.

At the end of last year the group, known as LIPB, had \$4.5bn (\$3bn) of clients' assets under management worldwide. It is now organised for growth, particularly in the American zone, according to Mr James Galbraith, who heads the group.

The British bank aims at becoming one of the leading providers of private banking services on a global basis, Mr Galbraith said.

Switzerland had been chosen as its headquarters, because it was recognised as the foremost international centre for private banking and because of the success of Lloyds' existing operation there.

A recent performance survey of

Swiss-based investment funds by Finanz und Wirtschaft of Zurich, covering the year to November 6, ranked four of LIPB's six funds first in their respective categories.

Previously Lloyds had been criticised for its conservative investment policy but its early switch from equities to cash and bonds was justified in the post-October crash performance rankings. Clients have placed some \$750m in Lloyds' Swiss-based funds.

LIPB's target is not institutional investors but wealthy private clients who, in Mr Galbraith's words, "require a banking relationship outside their country of domicile."

He described a typical customer as a 40-year-old entrepreneur with an international life-style who is risking his own money in his business. The entrepreneur does not want to take the same risk with the income he draws from the business and needs advice on planning his taxes and estate, Mr Galbraith said.

In addition to Geneva, LIPB has an investment management operation in Guernsey, from which it operates investment funds currently valued at \$30m +\$85m, and is building up capacity in Nassau, the Bahamas, to serve the Americas. It has its own offices in Miami, New York, Panama, London, Zurich, Marbella, Dubai and Hong Kong.

LIPB at present employs

between 370 and 380 front-line staff, of whom 120 are in Geneva, and is served by about 300 in back-up offices.

Switzerland's decision to establish its own offices in Miami, New York, Panama, London, Zurich, Marbella, Dubai and Hong Kong.

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Besley to chair Commonwealth Banking

BY BRUCE JACQUES IN SYDNEY

MR PAUL KEATING, Australia's Treasurer, has caused surprise by appointing Mr Tim Besley as chairman of the federal government-owned Commonwealth Banking Corporation.

Mr Besley is chairman and chief executive of Monier Redland, the large building materials group. He has pipped more favoured candidates – including Sir Peter Abeles, chief executive of TNT, the transport group, and Sir Gordon Jackson, former general manager of CSR, the resources and building products company – for what is probably the most commercially powerful government appointment.

Mr Besley, aged 60, is a former public servant, who took up the top job at Monier in 1982 following a stint as head of the federal Department of Business and Consumer Affairs. He is also a director of Amcor, the big Melbourne-based industrial group, and a member of the influential Business Council of Australia, where his most visible contribution has been as a spokesman for business on changes in corporate law.

The appointment may well signal that Mr Besley wants to ease his way out of the chair at Monier Redland. This would be logical, since the company has now been split following a bitter take-

over battle between Redland of the UK, and Mr Alan Hawkins's aggressive Equitropic group.

Mr David Brydon has resigned as managing director of ACI International, signalling that the company's board is finally recognising the realities of the successful A\$1.65bn (US\$1.16bn) takeover of the group by Besley, a joint vehicle of the privately-owned Pratt group and BTR Nyrex.

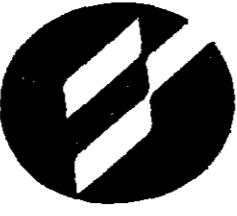
Dr Ian Scott, ACI's chairman, said Mr Alan Jackson, the BTR Nyrex managing director, had been appointed to the ACI board and that further changes were planned later this month to

reflect Besley's control.

Late last month, the ACI board was still telling shareholders not to accept the bid and publicly attacking its former leading shareholders, the AMP Society and Westfield Capital Corporation, for selling to Besley.

But Mr Brydon said: "As Besley now controls about 53 per cent of ACI's issued capital and is in a position to move to control the company, it is the proper time for me to leave. It will be far easier for the ACI board to oversee an orderly changeover in management control of the company with Alan Jackson on the board."

All of these securities having been sold, this announcement appears as a matter of record only.



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(Kabushiki Kaisha Mitsui Ginko)

(Incorporated in Japan with limited liability)

U.S.\$200,000,000

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Mito Europe Limited

Okasan International (Europe) Ltd.

Tokyo Securities Co. (Europe) Ltd.

Universal (U.K.) Limited

Meissner leaves Dresdner Bank

By Holger Simonian in Frankfurt

MR MICHAEL MEISSNER, whose appointment last year as head of international investment banking at Dresdner Bank caused some surprise among West German bankers, has left the bank unexpectedly.

Mr Meissner, who took up his position only last April, was one of three executives just below board level in charge of investment banking. He was specifically responsible for developing Dresdner Bank's international investment banking activities.

He is leaving on "by mutual agreement" on account of "differing opinions over business policy," according to the bank, where he will remain officially employed until the end of this month.

Leading German banks do not normally recruit externally for such senior positions, though staff have occasionally been poached from domestic rivals, and Mr Meissner's appointment was seen as an attempt by Dresdner Bank to shake up its investment banking activities.

Choosing Mr Meissner, an experienced though abrasive banker who has had a somewhat chequered career, caused some surprise in Frankfurt. After abruptly leaving First Chicago's London-based merchant bank, where he was joint managing director, in 1984, he went on to hold less prominent positions at two other London banks.

While his original choice of an outsider was unusual, Dresdner Bank's decision to part company with Mr Meissner so soon verges on the astonishing. German banks are not known for rapid hiring and firing and Dresdner is even more benign than most in this respect, according to Frankfurt bankers.

It remains to be seen whether its willingness to recruit externally – viewed favourably in principle by many – will now be diminished. Mr Meissner has yet to be formally replaced, but he is likely to be succeeded by Mr Fritz Heinen, an experienced Dresdner Bank employee.

Eurosterling in demand but no further issues

BY ALEXANDER NICOLL, EUROMARKETS EDITOR

INTERNATIONAL bond markets

had a quiet day yesterday with a very small number of new issues emerging and most secondary trading becoming, though sterling bond dealing was active.

The pound's spurt above DM300m from yesterday pushed gilt-edged securities up 1 point. Eurosterling bonds also saw good demand, including retail buying from the Continent, for both seasoned and recent issues. Price gains of 1/4 to 1/2 points, however, lagged those of the government market.

No issuer was emboldened to tap the market, however, and there were no straight issues in the dollar market, which returned to a narrow trading band dictated by uncertainty about the direction of the US economy and interest rates.

Though it recovered its poise after Friday's sudden decline in New York on higher than expected employment figures, the dollar

had then shown virtually no movement either way.

The only dollar-denominated issue to emerge was a repackaging of Japanese ex-war bond bonds into a \$212m five-year floating rate note issued in the name of Flash VI, a special purpose vehicle, by Sanwa International. It

pointed in early trading in response to Friday's losses in New York.

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In Switzerland, Polly Peck International, the UK-based trading company, made a five-year issue of at least SFr500m, priced at par with a 5/4 per cent coupon by SG Warburg Sodini.

Swiss franc bonds traded quie-

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UK COMPANY NEWS

Video and hi-fi shortfall restrict BSR growth

BY ANDREW HILL

BSR International, the Hong Kong-based electronics group listed in London, announced pre-tax profits for 1987 up 38 per cent at £18.4m, against £13.9m in 1986. Disposals in the next year will take BSR out of the mass consumer market, allowing the group to concentrate on its core businesses, electronics, mainly power conversion equipment.

Mr Bill Christopher, chairman elect and chief executive, said that yesterday's figures, slightly below most forecasts, were held back by a poor performance from the group's sound and vision sector.

The board had expected trading profits of £2.4m or £2.5m, but the division made only £300,000.

The video and hi-fi subsidiary, dix, will probably be sold within the next few weeks. BSR also plans a £40m or £50m November flotation for Swan Housewares, which makes house electrical products. The integration of Swan and Girmi, the Italian housewares company purchased last October, should be completed by November and BSR hopes to keep a 40 per cent stake in the combined company.

Operating profits from the electronics sector rose to £11.1m

at the forthcoming annual meeting.

● comment

The planned sale of dix will finally take BSR out of the hi-fi market, distressing thousands who owned a BSR turntable in the old company's heyday, delighting even more who have watched the group's aim down to becoming an electronics and communications specialist. As a designer of customer-built high and low-voltage power conversion systems for everything from X-ray machines to nuclear plants, and a player in the growing market for satellite communications and cellular telephones, BSR looks set for a strong future in the area its directors know best.

The board is aiming for a 60-40 split in turnover between the electronics and communications divisions and, with order books filling fast, foresees increased merging in both areas this year, as well as possible complementary acquisitions. Yesterday the shares dipped 2p to close at 85p and pre-tax profits of £20m and a tax rate of 8 per cent would put them on a prospective p/e of about 7.5, good value for the sector.

Mr Bill Wyllie, chairman, will be succeeded by Mr Christopher.

Consumer switch boosts Greggs

BY PHILIP COGAN

THE BRITISH public is combining its taste for healthier breads such as wholemeal and crusty white with an increased appetite for cream buns and confectionery according to Greggs, the Newcastle-based bakery retailer.

Greggs has benefited from the shift in consumer taste away from supermarket sliced white bread and towards freshly-baked products. The company was able to announce a 27 per cent increase in pre-tax profits to £4.27m (£3.25m) for the year to December 26.

Turnover was up 11 per cent to £63.1m (£58.5m) but investment in more efficient plant helped reduce unit costs. Thirteen new shops were opened in 1987 and six were closed or sold; 19 were refitted to the company's new design.

Mr Mike Darrington, managing director, said sales in existing

shops rose by 8.5 per cent and the rest of the increase came from new shops and acquisitions.

However, one acquisition - in Enfield - had disappointing results and the division is in the midst of a comprehensive reorganisation and refurbishment programme. It is expected to make a further loss this year.

Greggs had around £2m in cash on the balance sheet and said it will be able to fund this year's capital expenditure of around £5m from cash flow.

After tax of £1.55m (£1.31m), earnings per share were 33 pence higher at 24.5p (18.7p). The board is recommending a final dividend of 5p (3.7p) making a total of 7.5p (5.7p).

● comment

Mild winters and cold summers

MS Int directors lift stake to 5.6%

BY CLAY HARRIS

THREE directors of MS International have raised their stakes in the mechanical and engineering group which is fighting a £22m takeover bid from Dobson Park Industries, the mining equipment and industrial electronics company.

The purchase of 100,000 shares on Friday at an average price of 12.2p raises MS directors' aggregate beneficial interest to 8.4 per cent. They also have non-beneficial interests totalling 2.2 per cent.

Although MS shares yesterday fell 6p to 120p, the market price is still considerably above the 91p value of Dobson Park's shares-and-cash offer. The bidder's shares lost 1p to 102p. Dobson Park has until Friday to increase its offer.

United Scientific

United Scientific Holdings, the defence equipment group, said yesterday that it might launch a takeover bid for Varo, a Dallas-based night vision equipment manufacturer.

USL said it approached the Varo board with an offer of \$17.50 per share in February but was rebuffed. It now says that it may launch a tender offer if it cannot reach a merger agreement. The British company already owns Optic Electronic - a Dallas-based company with similar interests to Varo - and it hopes to combine the two groups.

USL has built up a 6.5 per cent stake in Varo over the last three months at prices of between \$10.50-\$12.50 per share. A fall bid at \$17.50 per share would value Varo at \$77m.

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. **On capital increased by rights and/or acquisition issues. \$USM stock. \$Unquoted stock. #Third market. *Gross throughout.

Doubled Persimmon profit beats forecasts

BY ANDREW HILL

Persimmon, housebuilder, more than doubled pre-tax profits to £12.6m for the year to end-December, and increased gross profit margin to 17.1 per cent (13.1 per cent), well ahead of most expectations.

The York-based group completed the sale of 1,714 houses in 1987, against 1,315 in the previous 12 months, at an average selling price of £42,992 (£38,198), and increased turnover to £73.7m (£65.4m).

Persimmon now has 11 companies, having recently opened new businesses in the Thames Valley and in south-east and north-west England.

The group has already made 1,200 forward sales for 1988, and expects to top 2,000 by the end of the year.

Mr Duncan Davidson, chairman, said the growth in average house prices was likely to con-

tinue at about 15 per cent, with East Anglia one of the fastest growing areas.

The group holds a land bank of about 9,000 plots, which should supply about four year's demand.

Mr Davidson said that the rising cost of land meant Persimmon was increasingly taking options to buy land it might need in the long term, rather than buying it at inflated prices.

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Mr Duncan Davidson, chairman, said the growth in average house prices was likely to con-

bought a Scarborough property developer for £1m, valuing the land which can be developed immediately at £50,000 an acre - about half the going rate. Such deals should boost Persimmon's profits again this year, with well over 2,000 sales likely and margins set to improve. Gearing rose from 36 per cent to 53 per cent last year as the group expanded, but the directors are adamant that this is short-term debt and forward sales cover the loan borrowings at least three times. Analysts have increased their 1988 profit forecasts to about £11m or £12m before tax, which puts the share price up 7p to close at 155p last night - on an undemanding multiple of about 9.

THE U.K. TEXTILE INDUSTRY

The Financial Times proposes to publish this survey on:

Wednesday 27th April 1988

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

BSR

1987 AUDITED RESULTS

BSR INTERNATIONAL PLC AND SUBSIDIARY COMPANIES

HIGHLIGHTS FROM THE AUDITED FINANCIAL STATEMENTS:

	1987 £million	1986 £million
Turnover	209.5	348.5
Operating profit	17.1	15.2
Net interest payable	(1.2)	(4.5)
Profit after interest	15.9	10.7
Share of profit in related companies	0.5	1.2
Profit before taxation	16.4	11.9
Taxation	(0.7)	(1.2)
Earnings	15.7	10.7
Extraordinary items	4.6	(0.2)
Profit attributable to ordinary shareholders	20.3	10.5
Dividends paid and proposed	(5.1)	(4.5)
Retained profit	15.2	6.0
Earnings per 10p share	9.42p	6.44p
Dividends paid and proposed per 10p share	3.00p	2.70p

Note: The above audited financial information does not represent full financial statements within the meaning of section 239 of the Companies Act, 1985. An unqualified auditors' report will be given on the 1987 financial statements.

HIGHLIGHTS FROM THE CHAIRMAN'S STATEMENT:

1987 was a very successful year for your Company in that it further consolidated its position as one of the world's leaders in that sector of the electronics field in which it specializes. Although the market price of our shares has been savagely cut back as a result of the world-wide stock market crash last October, your Company has been unaffected by these events and indeed, is now well positioned to enable the Group to take advantage of some of the many opportunities for expansion which have since presented themselves.

W.R.A. WYLLIE
CHAIRMAN

BSR INTERNATIONAL PLC

The Incorporated in Hong Kong with Limited Liability

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UK COMPANY NEWS

Coloroll in for surprise — Norcros

BY CLAY HARRIS

Norcros, building materials and packaging group, threatened yesterday to bid for Coloroll if the home furnishings company tried to use its 2 per cent stake to launch a hostile takeover bid for Coloroll.

"If they have any intention towards us in terms of a bid, we could give them a big surprise," Norcros warned.

Revealing his company's 2 per cent stake, twice the level disclosed last week in response to a formal inquiry from Norcros, Mr John Ainscough, Coloroll chairman, said yesterday: "We have the shares. They are standing at a good price, and we are reviewing our options."

Norcros, however, indicated it would swiftly turn the tables if Coloroll pounced. Coloroll has a market capitalisation of nearly £200m; Norcros is more than twice the size at £563m.

Yesterday's warning shot towards Coloroll followed the lat-

est swirl of takeover speculation to befall Norcros, which last April only narrowly defeated a £56m bid from Williams Holdings, the building products com-

pany. Although Buntz subsequently sold the stake at a profit, its disposal was swiftly followed by Williams' bid, which won 48 per cent acceptance.

Unlike the Buntz discovery, however, Norcros had no direct evidence of unusual activity before launching its latest beneficial ownership inquiries to Coloroll and BTSE under Section 212 of the Companies Act. The requests were based only on press speculation, and Coloroll initially refused to answer.

Separately, Norcros expects shortly to announce the appointment of a chief executive to replace Mr Terry Simpson, who was dismissed in November after a boardroom row. His successor is expected to take over by April 1. Mr Simpson, ironically, is soon to become a divisional managing director at Buntz.

Norcros's sensitivity to stake-building mirrors the run-up to the Williams' bid last year. In February 1987, Norcros's close scrutiny of its share register discovered that Buntz, the paper



John Ainscough, chairman and chief executive of Coloroll

Norcros shares yesterday fell 2p to close at 425p, while Coloroll shares rose 2p to 215p.

Acquisitive Heywood Williams over £20m

BY DAVID WALLER

Heywood Williams Group, Huddersfield-based glass and aluminium specialist, yesterday reported pre-tax profits of £20.2m for 1987 compared to a restated £10.5m in 1986. Earnings per share advanced 51 per cent on an undiluted basis, from 14.4p to 22.2p.

At the same time, Heywood announced a move into the motor vehicle windscreens market with the acquisition of Autowindscreens (Chesterfield) for £1.5m in a mixture of cash and convertible shares.

Yesterday's figures included a full year's worth of merger accounted profits from Thermax, purchased in April — and from UBM Glass and HAT Glass, which made only a three-month contribution in 1986. Also included are profits from five other companies bought during the course of last year.

Some 55 per cent of turnover of £230.5m (£147.5m) derived from the sale of glass products, 30 per cent from aluminium, and the

balance from the US. Of the £21m (£11.5m) pre-interest profit, 80 per cent came from glass and 20 per cent from aluminium, which the US broke even after what was described as a poor year.

Mr Ralph Hinchliffe, chairman, said that the group's US management had been over-stretched by ambitious expansion plans. These had now been scaled back with the closure of three manufacturing units and the abandonment of the warehouse distribution system through which Heywood used to supply DIY conversion kits for the pick-up trucks.

Costs of the restructuring amounted to approximately £700,000, charged in the accounts as part of extraordinary items totalling £851,000. The balance relates to possible litigation on contracts going as far back as 1986.

Mr Hinchliffe said that "substantial growth in turnover and profit" came from almost all the

businesses in both the glass and aluminium divisions. The current year had started "strongly ahead" of 1987, with the first two months "well ahead" of budget.

Autowindscreens made pre-tax

profits of £1.6m (£743,000) on turnover of £10.6m (£8.5m) in the year to June 30 last year.

Mr Hinchliffe said that Heywood intended to make further acquisitions — but that monetarily considerations may force the company to seek a "third leg" in an area of the building services sector other than aluminium and glass.

A final dividend of 6p is proposed, making 9.5p from the year against 7.70p in 1986.

● comment

Although yesterday's figures contained no surprises — being almost exactly in line with City expectations — they provided

Palma under pressure in 22% advance

BY ALICE RAWSTHORN

Palma Group, the hosiery, knitwear and clothing manufacturer, yesterday unveiled a 22 per cent increase in pre-tax profits to £2.1m for 1987 despite a poor performance from its main customers — the multiple retail groups — towards the end of the year.

Mr Peter Bailey, group chairman, said the business had fared

well until the fourth quarter when the disappointing sales of the multiples depressed its turnover growth.

As a result sales rose to just £18.4m (£16.5m) during the year. The group paid £251,000 (£253,000) in interest and £258,000 (£248,000) in taxation. Earnings per share rose to 7.47p (£6.18p) and the final

dividend is 2p, making 3p (£2.5p). The bulk of Palma's turnover comes from Pex, a manufacturer of socks, which derived half its sales from supplying retail multiples like Marks and Spencer and Storehouse.

Mr Bailey said Pex suffered from slow sales in the closing months of the year but described

the present pace of business as "excellent". Palma would invest more than £1m in re-equipping Pex this year thus increasing capacity by 20 per cent.

Montfort, a knitwear manufacturer, was also faring well. Over the past three years Palma had ploughed £1m into a modernisation programme, which the benefits of which were filtering through.

In November the group bought Clothkits, which sells clothing in kit form through mail order and a small chain of shops. Since the acquisition Palma had concentrated on strengthening Clothkits' management. It was reviewing the computer and distribution systems.

For the longer term Palma planned to expand Clothkits' retailing activities. The number of shops would be increased from seven to 10 this year and to 20 by the end of 1989. Mr Bailey said that Clothkits was performing "very well" and that it should return to profit this year.

● comment

The City has been somewhat circumspect towards Palma ever since it was burnt so badly when reversing into Montfort four years ago. Those problems are now safely behind it and Palma has been able to concentrate on nurturing its core businesses.

The sluggish sales last autumn — when the poor performance of the multiples was compounded by its own move upmarket — gave the group an opportunity to prove how well it could control the business. Profits will rise to £2.2m this year, with earnings per share of 8.5p. Clothkits in the company has bought an additional brand name. Moreover it has seized its chance, not only to diversify away from manufacturing, but to dispel the City's doubts by staging an acquisition successfully.

Williams Hldgs to sell sealants side for £7.5m

BY MICHAEL SMITH

Williams Holdings, the industrial group, is to sell sealants company Elastomers to Products Research and Chemical Corporation, of the US, for £7.5m.

Sealants, part of the Berger, Jenson and Nicholson paints group which Williams bought two months ago, made pre-tax profits last year of £260,000 and its net assets on December 31 were £1.6m.

Williams said the disposal was likely to be the first of several companies which did not fit the company's long term strategy. Elastomers makes and supplies specialist sealants for the aerospace, glazing, electrical, gas and engineering industries.

FULCRUM INVESTMENT TRUST PLC

Net asset value (unaudited) as at 29 February, 1988

Income Shares 42.77p

Capital Shares 14.79p

Copies of the Report and Accounts will be available after 6 April 1988 from: The Secretary, Palma Group plc, 577 Aylestone Road, Leicester, LE2 8TD.

Electronics businesses sale planned by Low & Bonar

BY MAGGIE URRY

Low & Bonar has decided to sell its electronics businesses following disappointing results from the division in the year to November 1987. The company will concentrate on its packaging, plastics and textiles divisions.

Group pre-tax profits rose from a restated £18.8m to £20.8m, helped by a one-off £1.7m pension fund rebate. At the earnings level, the impact of shares issued late in 1986 held the per share increase to 1 per cent at 17.5p.

Electronics division pre-tax profits fell from £4.2m to £1.6m — the UK business being the culprit with a swing from a £3.5m profit to a loss of £2.8m.

Mr Roland Jarvis, chief executive, said he hoped the sale of the five electronics subsidiaries, valued in the balance sheet at £28m, would raise £35m to £45m. He said there were more opportunities for growth in and greater logic between the group's other areas. They are all based on polymer technology and are capital intensive. The money raised from the sale would be spent on acquisitions.

The plastics division doubled pre-tax profits to £3.5m, with a particularly strong performance in Europe.

Mr Walter Telfer, finance director, said year-end gearing at 34 per cent met the group's target. Since then the sale of a plastics company had raised £4.5m. The buying in of the Canadian minority would cost £1.7m, but once the electronics division was sold the group would have net cash.

The final dividend of 4.15p net (5.8p) makes a total of 69.58p.

● comment

Control Securities, the property and leisure company headed by Mr Nazem Virani, is to pay

£28m in cash to Leigh Instruments, an Ottawa-based defence electronics manufacturer.

Plessey has been invited to act as a white knight by Leigh, which is the object of a hostile bid from IMP, a Canadian aerospace manufacturer.

Plessey's offer fits into the company's strategy of expanding its defence and semiconductor operations. The Leigh bid is Plessey's third acquisition initiative in five months and seems likely to be followed by other bids in the coming months.

The City reacted cautiously to the announcement, welcoming the move as a further step in Plessey's new strategy, but with

Plessey acts as white knight in bid for Canadian defence group

BY DAVID THOMAS

Plessey, the British electronics group, is seeking to enter the Canadian defence market through a C\$100m (\$64.41m) bid for Leigh Instruments, an Ottawa-based defence electronics manufacturer.

Plessey has been invited to act as a white knight by Leigh, which is the object of a hostile bid from IMP, a Canadian aerospace manufacturer.

Plessey's offer fits into the company's strategy of expanding its defence and semiconductor operations. The Leigh bid is Plessey's third acquisition initiative in five months and seems likely to be followed by other bids in the coming months.

Plessey's cash bid values each Leigh ordinary at £8.50. Leigh's shares have been trading at about £5.75 since IMP's bid.

Mr Jones said there was no significant product overlap between Plessey and Leigh, which employs 800 people. Leigh, which has about £17m in cash, last year reported earnings per share up 19 per cent at £0.44.

side North America.

Leigh, which last year doubled its pre-tax profits to £10.2m on sales up 37 per cent at £52.7m, has been seeking a partner to expand its operations.

It recently received the hostile bid — worth about \$30m — from IMP, a private company based in Nova Scotia, which valued each ordinary share at \$5.25. IMP holds about 9 per cent of Leigh's shares.

Plessey's cash bid values each Leigh ordinary at £8.50. Leigh's shares have been trading at about £5.75 since IMP's bid.

Mr Jones said there was no significant product overlap between Plessey and Leigh, which employs 800 people. Leigh, which has about £17m in cash, last year reported earnings per share up 19 per cent at £0.44.

Virani £88m property buy

BY CLAY HARRIS

Control Securities, the property and leisure company headed by Mr Nazem Virani, is to pay £28m in cash to Leigh Instruments, an Ottawa-based defence electronics manufacturer.

As part of the deal, Control will become the ultimate landlord of 500 US Air Force personnel stationed in Suffolk. Mountleigh's purchase of the three housing estates in 1982 was a key step in its transformation from textile manufacturer to resume payment of dividends after a three-year hiatus.

The issue will increase Control's equity stake in Leigh from 4 per cent to 17.5 per cent of enlarged capital. It also clears the way for Control to resume payment of dividends after a three-year hiatus.

Leigh's division pre-tax profits fell from £4.2m to £1.6m — the UK business being the culprit with a swing from a £3.5m profit to a loss of £2.8m.

Mr Tony Jarvis, chief executive, said he hoped the sale of the five electronics subsidiaries, valued in the balance sheet at £28m, would raise £35m to £45m. He said there were more opportunities for growth in and greater logic between the group's other areas. They are all based on polymer technology and are capital intensive. The money raised from the sale would be spent on acquisitions.

The plastics division doubled pre-tax profits to £3.5m, with a particularly strong performance in Europe.

Mr Walter Telfer, finance director, said year-end gearing at 34 per cent met the group's target. Since then the sale of a plastics company had raised £4.5m. The buying in of the Canadian minority would cost £1.7m, but once the electronics division was sold the group would have net cash.

The final dividend of 4.15p net (5.8p) makes a total of 69.58p.

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UK COMPANY NEWS

Christmas boost for Wyevale

BY FIONA THOMPSON

ANIMATED dwarfs and Father Christmas, dropping in by helicopter, helped Wyevale Garden Centres boost pre-tax profits by 27 per cent to £754,000 for the year ended December 31, 1987. The advance from £594,000 was made on sales 25 per cent ahead at £7.9m compared with £6.3m.

"We made a big effort at Christmas, selling trees and top Norwegian quality decorations," said Mr Brian Evans, chief executive. This helped to lift the traditionally quiet months of the year.

Wyevale, one of the major specialist garden chains in the country, has 16 centres throughout England and Wales, ranging in size from two to 14 acres. The company is waiting for planning permission on three further sites, in the West Midlands, which it hopes to open for trading next

spring. All bar one of the 16 centres have franchise operations alongside the sites, including swimming pools, garden sheds, greenhouses, double glazing and restaurant facilities. Franchising accounted for £260,000, or 32 per cent, of pre-tax profits. Pets are also on sale at eight centres, five on a franchise basis, three operated by Wyevale.

Most of the rise in sales was volume based, said Mr Evans. "We had more customers coming through the doors, about 10 per cent up on last year". Apart from garden centres, the company is looking for existing businesses to acquire, said Mr Evans. "Gardening is a popular hobby. There are many possibilities for growth." The tax charge was £207,000.

COMPANY NEWS IN BRIEF

FERGUSON INDUSTRIAL HOLDINGS has purchased Design Manufacturing for \$3.1m (£1.72m) cash. DMI, based in Massachusetts, prints on plastic-based products for use in the computer, automotive, marine, aircraft and photographic equipment industries.

AEROSPACE ENGINEERING said 3.96m shares (34.2 per cent) of the rights issue had been taken up. There will be no distribution to shareholders not taking up their rights.

CARLETON PRESS had turnover £423,000 and pre-tax profit £54,000 for half year ended October 31, 1987. Earnings 4.37p. Company said cash flow was strong and a number of acquisitions were under investigation.

EVERED HOLDINGS has dis-

covered with £204,000 last time and interest payable was £104,000 (£114,000). Earnings per share rose to 2.5p, against 7.5p. A final dividend of 2.17p was recommended, making a total for the year of 2.5p.

● COMMENT

These figures are jolly good when you consider how run the weather was last spring and summer. Clearly Wyevale's moves to become a garden centre with a difference are paying off. With the added attraction of rabbits and parrots, restaurants and wood burning stoves, it's not to a garden centre a Sunday out rather than just somewhere to buy the odd plant. To keep up the good growth rate the company will need to continue its policy of 14, fairly rated.

HS Canada up 17%

HAWKER SIDDELEY CANADA, subsidiary of the UK electrical and mechanical engineering group, saw its pre-tax profits for 1987 rise 17 per cent from £34.2m to £43.95m (£42.6m).

This increase was achieved on sales reduced from £418.57m to £365.78m. Tax was up at £15.16m (£14.2m). This resulted in earnings per share of 3.52 (£2.51).

KLEINWORT SMALLER COMPANIES INVESTMENT TRUST

Investment Trust raised net asset value from £33.2p to 40.5p in year ended January 31, 1987. Investment and allowed development of core activities. Halite Electronics was sold for £7.500 and repayment of £268,000 loans, while Halite Electronics was sold to C.H. Industries for £37,000 and repayment of £267,000 loans. CHI has also purchased the privately owned Aldo-Manta (maker of seats for ships) for an initial £552,000 cash.

JO'S HOLDINGS, investment trust, reported a net asset value of 153.5p at January 31, 1988 against 173.5p a year earlier but down on the 240p at July 31, 1987.

The interim dividend has been raised from 9.5p to 10.5p from earnings for the six months to the end of January of 1.53p, against 1.24p.

net assets stand at £430.6m (£396.4m).

SUMIT, development and capital venture investment group, reported earnings 5.5p for 1987 (£40.467). Tax - £163,266 (£172,141) and earnings per share 5.5p (£3.36). Final dividend 5.5p, making 9.7p (9.2p) total. Two-for-one scrip issue proposed.

MONOTYPE CORPORATION has acquired the machinery division of Spicers Asia, part of Price and Pierce, for £220,000. Turnover is £2m per annum.

OLD COURIER, International Reserves reported gross revenue, bank deposit interest - of US\$17.85m (£9.8m) for the half year to December 31, 1987 compared with \$17.2m for the comparable period in 1986. Net revenue came in at \$15.4m (£15.6m) and

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Today's world is one in which we've all become accustomed to instant communications and sophisticated information systems.

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The patience and intricacy with which Arab fishermen weave a net is a form of craftsmanship that has been passed down from father to son for generations.

The British Bank of the Middle East has been actively involved in the Arabian Gulf for more than ninety years. And in all that time we've been as careful to safeguard the skills and values of the past as we've been committed to develop the skills and technology of the future.

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UK COMPANY NEWS

Sumitomo to take stake in I&S

BY JAMES BUXTON

Sumitomo Life Insurance Company, a leading Japanese financial institution, is to take a significant minority stake in Ivory & Sons, the Edinburgh-based fund management company based in Hong Kong.

I&S will take up to 15 per cent of I&S, by subscribing to a £7.5m share issue which will increase I&S' share capital by 20 per cent. I&S is raising new funds partly to comply with a requirement by the Investment Management Regulatory Organisation (IMRO) to increase its capital base and partly to fund the development of its new retail finance business.

I&S hopes to develop new joint ventures with Sumitomo Life in international investment management and other areas. Sumitomo Life has been a client of I&S since 1983 and last

year the two groups formed Sumitomo Life Ivory Asset Management, a joint venture fund management company based in Hong Kong.

Mr Alex Hammond-Chambers, chairman of I&S, said that the Scottish company had been talking to Sumitomo Life for some months about the possibility of it becoming a shareholder.

Sumitomo Life said it regarded the I&S stake as part of its policy of co-operating with the Scottish group. This distinguished it from the small stake - about 2 per cent - which it took in Kleinwort Benson, at the time of the merchant banking group's rights issue last November, which Sumitomo regards purely as an investment.

I&S is to issue 6.1m new ordinary shares for cash at 128p per

share, representing a premium of 12.5 per cent on the middle market quotation for March 3. Sumitomo Life has agreed to buy up to 4.6m of these shares.

The new shares will be available to existing shareholders on a 1-for-4 basis. I&S' biggest shareholder, Eusign Trust, the merchant navy's pension fund, which holds 24.7 per cent of I&S, has agreed to purchase its full allocation.

If no other shareholders take up the issue, Sumitomo Life would acquire a 15 per cent stake in I&S.

I&S says it will have to set aside £1.5m from the proceeds of the issue to meet the requirements of the 1986 Financial Services Act. IMRO, of which I&S is a member, bases this figure on

the company's normal level of expenditure.

IMRO has told I&S that from January 1 1989 it will also have to make provisions based on levels of business transacted. On current volumes of client business that will require the setting aside of a further £200,000.

The rest of the proceeds from the share issue will help finance the development of a new range of financial products for the retail market. I&S recently took on a team of unit trust specialists, led by Richard Carswell from National Westminster's County Unit Trust Managers.

Last year it formed a joint venture in fund management with Sumitomo Trust & Banking Company called Sumitomo Ivory & Sime, which is based in Edinburgh.

Steetley staff in chemicals buy-out

By Dominique Jackson

Steetley, the construction materials group, has agreed to sell its specialist chemical trading activities, part of Steetley Berk, to its management and employees in a deal worth £5m.

Mr Ieuan Thomas, former development director of Steetley Berk, is leading the management buyout team, all of whom have remortgaged their houses to buy a 70 per cent stake in the new company which will be known as Berk Limited.

Basingstoke-based Berk is a distributor of specialist chemicals which posted pre-tax profits of more than £1m on turnover of £35m in the last financial year. The disposal is part of Steetley's longer-term strategy to concentrate on quarrying and construction-related activities.

March Investment Fund and the British Gas Pension Fund are backing the buyout while the Royal Bank of Scotland is providing additional banking facilities.

Mr Thomas said he intended to seek a stock market listing for Berk within the next three to five years, taking it back to the original public company status it had before it was taken over by Steetley in 1978.

Good start for High-Point with 64% rise

A 64 per cent lift in pre-tax profits, from £401,000 to £289,000, for the half year ended November 30 1987 is reported by High-Point Services, which moved from the USM to the main market in November.

Earnings worked through at 3.88p (6.05p) and the interim dividend is raised from 1.75p to 2p.

Turnover rose to £13.15m (£12m) and operating profit to £554,000 (£36,000). Associates contributed £27,000 (£146,000).

The result reflected a satisfactory start to the year, said Mr Ian Reeves, chairman. The reorganisation, now substantially completed, meant that the group could accelerate the development of its core businesses in three areas - project planning, design and management; contract and commercial management consultancy; project investment and development.

Mr Reeves said progress in the US had justified the investment.

Aspen buys video group for £1.3m

By Dominique Jackson

Aspen Communications yesterday announced it had agreed to acquire Edit Art, a video post-production company, for £1.3m.

Aspen, USM-quoted diversified group with interests in business publishing, cellular telephones, video production and computer stationery.

Aspen said it expected its own 1987 pre-tax profits, due out next month, to reach at least £2.4m, an increase of 51 per cent over 1986 with turnover up more than 50 per cent from £1.67m to £2.5m.

The directors intend to recommend a final dividend of 3.5p, making a total of 5.1p (4.1p).

Edit Art made pre-tax profits of £14,200 for the eight months to January 31 1988. For the year to May 31 1987, Edit Art made pre-tax profits of £145,000.

Aspen said the acquisition of Edit Art would enhance its ability to handle the expanding volumes of video business produced by its subsidiary Aspen Spafax Television.

The initial consideration of 21m will be satisfied by the issue of 256,410 new ordinary shares in Aspen.

A further consideration of £300,000 will be payable when the vendor, ICT, satisfies certain conditions regarding the lease of Edit Art's operating premises.

Consequently, part of the range

has already been re-engineered to meet the new requirements and the rest should be completed within the current financial year.

Mr Jourdan added that current orders were high and output was at record levels. Furnishing fab-

Parker Knoll moves up 57%

By Dominique Jackson

Parker Knoll, furniture and textiles group, reported pre-tax profits up 57 per cent from £2.2m to £4.4m for the six months ended January 31 1988. Turnover rose from £27.9m to £36.4m.

Mr Martin Jourdan, chairman, said the continued improvement in profitability was a result of strong organic growth in both the textile and furniture

This was further boosted by a full year's contribution from textile designer and supplier Monkwell which joined the group in early 1987.

An interim dividend of 7p (6p) was recommended. After tax of £1.4m (£356,000), earnings per share were 36p (25.8p).

Mr Jourdan said Parker Knoll did not anticipate any adverse effect on business from legislation banning the use of certain types of polyurethane foam, which is due to reach the statute book next year.

Parker Knoll was working on the reduction of fire risk in upholstered furniture before the proposed laws were announced earlier this year following a spate of fatal fires blamed on foam-filled furniture.

Despite intense competition in the woven curtain velvet market, sales and margins had both improved at K Raymakers & Sons and the chairman was confident that full year profits would be highly satisfactory.

• comment

Parker Knoll is certainly sitting comfortably as these figures and yesterday's consequent jump in the share price show. Although still best known for



Martin Jourdan: Strong growth in both textiles and furniture

was boosted by full year's contribution from Monkwell

ric sales were ahead of last year

and exports were holding up well

despite the strength of sterling.

He said that strong demand

continued for furniture from

Nathan, while Lock of London

co reproductions performed

exceptionally during its second

year within the group.

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FINANCIAL TIMES SURVEY

The buoyant direct marketing business needs to ensure that its standards match its commercial importance. There have been further attempts recently to regulate this fast-expanding sector, and quality will remain the key issue for some time to come, writes David Churchill

The search for quality

DIRECT marketing continues to be one of the fastest-growing and most effective communication channels of the 1980s. Its appeal direct to individuals either at home or their place of work offers a specialised approach that broader communication methods cannot hope to match.

This was borne out in a recent survey of the UK's leading advertisers - sponsored by the Christian Brann direct marketing consultancy and published by *Campaign* - which suggested that over half of these advertisers believed direct marketing would become more important than image advertising by the end of the next decade.

Significantly, some 90 per cent of the 250 advertisers surveyed already use direct marketing in their communication campaigns.

Yet such buoyant prospects for an industry which only a decade ago was treated almost with contempt by the advertising world should not be taken for granted. Direct marketing is at the stage where it is now to be taken seriously; it has to ensure not only that its operations are effective but also that its standards are in keeping with its commercial importance.

These are issues which will be in many delegates' minds at the Direct Marketing Fair, which opens today at the Kensington

Exhibition Centre in West London, as well as at next month's Montreux Direct Marketing Symposium.

"If the industry tries to grow too fast, spreads itself too thinly, and fails to train new people fast enough, then standards inevitably will drop," warns Mr. John Fraser Robinson, chairman of Amherst Direct Marketing and one of the "gurus" of the direct marketing industry.

"This in turn will lead to disillusioned advertisers and the end of the growth track," he adds.

Mr Gerry Lanchin, chairman of the Direct Mail Services Standards Board (DMSSB), also points out that "research shows that the general public still holds direct mail in relatively low esteem".

He believes that the industry needs "to ensure that every advertiser, especially those new to the medium, understands both the spirit and the letter of the rules. Maintaining the highest standards can only improve direct mail's public image".

The industry has responded to such concerns in recent years and made efforts to improve standards. The DMSSB, for example, was set up in the early 1980s as the principle regulatory body and operates a recognition scheme to direct mail companies. To qualify, agencies must satisfy the board that they comply with the

codes of the Advertising Standards Authority and provide services only to clients who subscribe to those codes.

Direct mail agencies are then able to use the Board's symbol on their literature. Some 146 agencies are at present recognised by the Board.

As an inducement for direct mail agencies to be recognised, a rebate scheme for postage costs incurred is available, financed by the Post Office. Over the past four years, some £3.5m has been rebated to agencies under this scheme.

The Board also monitors standards in direct mail generally. It examines samples from recognised agencies as well as all types of mailshots sent to con-

sumers. The most frequent problems were found with prize draws, where the rules were not in accordance with the law, and cash-with-order offers that failed to quote a delivery period.

The Board, however, points out that "less frequent but more serious" is the deliberately disingenuous use of a headline, or of a text on an outer envelope, to give a misleading impression of what in smaller print follows after".

Another attempt by the industry to improve its image was the introduction of the Mailing Preference Scheme. This enables consumers to take their names off mailing lists to avoid receiving unwanted mailing-shots - although a minority of consumers use the scheme to put their

name on to mailing lists.

Two other regulatory moves in recent months were:

• A code of practice, launched last year by the Direct Selling Association, covering door-to-door selling and in-home sales parties;

• The British Direct Marketing Association's new code for telephone selling, brought out earlier this month, to help regulate this fast-growing sector.

Even with these various attempts to raise standards, there are still moves in the industry to create an umbrella organisation - similar to the Advertising Standards Authority - to regulate all forms of direct marketing and not just direct mail. Whether or not such an organisation is

formed, there is no doubt that the quality of direct marketing will be the key issue in the late 1980s and into the next decade.

One of the fundamental problems with regulating the direct marketing industry is its very diversity. At its simplest, direct marketing, according to Mr Drayton Bird from Ogilvy & Mather Direct, "is any activity which creates and profitably exploits a direct relationship between you and your prospect".

But direct marketing is more than this. According to Mr George Smith, chairman of the Smith Bundy group, "the awkward fact is that direct marketing is currently a collection of interests rather than a vertical

industry grouping".

He points out: "We are advertising agencies, mailing houses, computer bureaux, list brokers, mail printers, envelope makers, mail order traders, catalogue operators, charities, postal gain advertisers, the Post Office, British Telecom, telephone marketing companies, merchandise procurement companies, and a whole host of other functions."

Leading specialist direct marketing agencies include O&M Direct, Christian Brann, Wunderman International, Watson Ward, Albert Varnell, Amherst, DDM Advertising, MSW Rapp and Collins, FCB Pasley Wood, Smith Bundy and HLY-Grey Direct.

Although direct mail is perhaps the best known segment, the industry covers mail order, direct response, door-to-door selling, and telephone marketing, as well as newly-developing areas such as home shopping via computer.

Such information is the name of the game in the direct marketing industry of the late 1980s. "Over the last five years, the computer has revolutionised the ability to collect lifestyle data and make efficient use of this information," says Mr Colin Lloyd, chief executive of the KLP marketing group.

"Database allows us to exploit new marketing segments, utilise direct marketing channels, and market by lifestyle segment," he adds.

Mr David Redmire, managing director of the Parker Redmire direct marketing agency, also points out that combining marketing with sales promotion techniques means that "sales promotions are communicated more effectively and to a better targeted audience".

CACI, the market analysis company, has come up with a new variation on database marketing with target groups classified according to first names. CACI believes that first names give an indication of age - thus analysis of some 13,000 names has enabled it to develop four age bands as marketing targets.

Consumers with names such as Florence or Albert, for example, are likely to be aged over 65; while Kevin and Sharon will most likely be under 30.

Analysis of combinations of names, moreover, improves the system significantly. "Whilst it can be predicted that Brian or Keith are probably in their 30s with a young family, if they share a surname or address with Wendy or Janet the likelihood is considerably increased," says CACI. The system, not surprisingly, has its own name - Monica.

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Illustration: Ellis Nadler

last piece of direct mail received. Slightly more than half the survey claimed to have bought something by direct mail at some stage, with the propensity to buy higher if there had been previous contact with the sales organisation.

According to the survey, the main benefits of buying by post are perceived as price and convenience. The disadvantages are factors such as the nuisance of returning items and being unable to see the goods before purchase. Only 2 per cent of the sample survey had ever lost money as a result of advance payment.

Another analysis of direct mailings, carried out by CCN Systems which is the information services subsidiary of Great Universal Stores, found that consumers who live in the wealthiest areas of the UK were 40 times more likely to object to receiving direct mail than those living in poorer areas.

The growth of direct mail in recent years has been aided by a number of factors, most notably the entry into the market of new groups of advertisers. The Government - which has emerged this year as the UK's largest advertiser - has been a leading exponent of direct mailing, either as part of its privatisation campaign or through the home delivery of leaflets pointing out the dangers of Aids.

But it has been the financial services sector where most growth has come in recent years. According to the DMSSB analysis of direct mailings in 1986/87, almost a quarter came from financial operators. Even though the Stock Market slump may have hit mailings associated with new issues, typical advertisers in this sector were credit card and insurance companies as well as banks and building societies.

In the business-to-business sector - which accounts for about a third of all direct mailings - the deregulation of the professions is one of the factors that will encourage further growth in this area.

In consumer mailings, growth is coming from companies such as Marks & Spencer and Next which are using the databases they have built up from their customers to sell further services.

Consumers, according to new research published earlier this month by the Direct Mail Sales Bureau, may be more appreciative of direct mailings than previously thought.

The survey, of over 600 adults, found that two-thirds remembered opening and reading the



Direct Marketing

RANK BY INCOME	PREVIOUS	CURRENT	AGENCY/GROUP	PERIOD ENDED										SHAREHOLDERS' FUNDS								
				LATEST INCOME	PREVIOUS INCOME	CHANGE %	LATEST SALES	PREVIOUS SALES	CHANGE %	LATEST PROFIT	PREVIOUS PROFIT	CHANGE %	LATEST INCOME: SALES %	LATEST PROFIT: SALES %	LATEST NUMBER OF STAFF	PREVIOUS	CHANGE %	LATEST PAY	PREVIOUS PAY	CHANGE %	LATEST HIGHEST DIRECTOR	
50	33	Watson Ward Albert Varnell	Dec 86	3684	1993	84.8	17218	8541	101.6	438	223	96.4	21.4	25	431	73	490.4	65	21760	15669	38.9	50000
35	34	Multicom	Mar 86	3599	3030	18.8	20233	17936	12.8	85	20	325.0	17.8	0.4	582	446	30.5	99	16357	14722	11.1	53276
26	25	WWEV Rotherham Newson	Dec 86	2462	2265	9.0	20722	20571	0.7	100	100	100	100	100	100	100	100	100	100	100	100	

MARKETING WEEK TOP 50 AGENCIES SURVEY, JANUARY 8, 1988.

In a recent survey by 'Marketing Week', the fastest growing agency in the UK came, not from the glamorous world of 'above the line', but the hard-nosed world of Direct Marketing.

Direct marketing continues to grow at a remarkable rate. Covering mail order, direct mail and 'off-the-page' activities, this micro-sector of the marketing world remains one of the most buoyant.

The strength of this growth was shown recently when Marketing Week magazine reviewed the financial performance of the Top 50 Advertising Agencies in the UK.

Looking at filed accounts, the agency with the highest growth rate of all was specialist direct marketing agency Watson Ward Albert Varnell, showing an 84.8% growth in income. The next highest was Dewe Rogerson with 73.8%.

WWAV had moved from 50th place to 33rd in just one year. (The figures were based largely on 1986 accounts. WWAV's 1987 growth in income was 82%. And 1988 looks promising). Within the field, WWAV is clearly the leading agency by far.

With estimated 1988 billings of £35 million, and a staff of 130, WWAV has, within just seven years, become the dominant force in the direct marketing agency world.

WWAV is rated Number 1 in creative reputation, too.

'Direct Response' magazine recently tallied up all the direct marketing awards. WWAV, with no less than 27 first and 37 runner-up awards from Britain, Europe and America, dominated the field. The next direct marketing agency in the table had less than half WWAV's total.

In the 1987 Royal Mail/BDMA awards, WWAV walked off with 30% of the awards given. One of the judges commented, in a magazine, "WWAV are in a class of their own".

WWAV has developed into a group, as well.

WWAV Computing, in Bristol, is one of the leading

software design houses and computer bureaux in the direct mail field. WWAV North, in Leeds, is the leading specialist direct marketing agency in Northern England. WWAV Group has other companies in the direct mail services field, too.

As a group, we work for a wide range of companies. Grafton, now part of the Next Group, in mail order; IBM in business-to-business. The Salvation Army and NSPCC in fund-raising. Sun Alliance in insurance. Mail on Sunday and Time-Life Books in publishing. TSB Trustcard in the credit card market. Dixons in the retail world.

These are just a few of many major companies WWAV Group works for, and for whom we constantly produce outstanding results.

If you'd like to know more about WWAV Group, please contact John Watson, Managing Director, Rinalda Ward, Deputy Chairman, or Chris Albert, Deputy Chairman.

WWAV
C R O U P

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WWAV North Ltd. Managing Director: Gordon Brown
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DIRECT MARKETING 2

Businesses are advised to check up on telephone marketing companies



Karen Darby: "Credibility is increasing all the time."

Code launched to raise standards

AT THE beginning of this month the British Direct Marketing Association came up with a new set of guidelines to cover telephone marketing in the UK.

These guidelines for operators - forged out of many discussions both within the industry and with the Office of Fair Trading - are aimed at raising the standards and eliminating some of the controls operators who have given telemarketing such a bad name in recent years.

It was the OFT, in fact, which in 1984 started to investigate some of the abuses of telephone marketing and prompted the industry to come up with its own voluntary code of practice or face statutory controls.

Since then, telephone marketing has grown rapidly as companies have increasingly come to appreciate the benefits of direct contact with the customer. But while standards of the major telemarketing companies have clearly risen since the mid 1980s, there is still a need for tighter controls.

Mr Robert Leiderman, managing director of BT's Telephone Marketing Services subsidiary and chairman of the BDMA's telephone marketing committee which drew up the guidelines, maintains, however, that "the vast majority of telephone marketers already behave ethically and professionally".

He adds: "The reality is that unprofessional cold calling is fruitless and soon puts a company out of business."

But he urges consumers and businesses to ask telephone marketers if they are members of the BDMA and subscribe to the new guidelines.

"That way, they have a clear guide with which they can rebuff any call they are not happy with and they also know when they are dealing with a professional and ethical company," he adds.

The guidelines cover several key areas, including:

- Disclosure: the caller's name and purpose of the call should be given at the outset;
- Honesty: calls should not be made under the guise of research or a survey if they are really sales calls;
- Hours: calls should be made at reasonable hours for the recipient and consumers should not be called after 9 pm.

Decisions was used by KP Foods, the crisps, biscuits and snacks operation, to mount a telephone campaign designed to ensure that decisions were not being undermined.

• Restrictions: consumer calls should not be made to individuals at their place of work, nor should calls be made on a domestic basis.

Such restrictions on telephone marketing companies reflect the very real consumer concern about how intrusive telephone calls can be. Yet this is not the only worry facing the industry.

For the second year running, the BDMA and Royal Mail direct marketing award judges have criticised the standard of telephone marketing case studies presented to them. Last year the judges "thought the entries in this category failed to reflect the high standards that are found in the telephone sector of direct marketing".

The winner last year was Saga Holidays which, through its agency Direct Marketing, achieved better than expected response from its telephone campaign to boost sales of motor insurance.

The judges thought this a thoroughly professional operation. "It was well planned and covered all eventualities that could develop in conversations with potential customers," they said.

The exact size of the telephone marketing sector is difficult to estimate, given the disparity of the companies involved. Some estimates put the amount spent through agencies last year at about £50m, although most accept this is a conservative estimate and does not include the amount spent by companies in-house.

Mr Karen Darby, director of Kitchens telemarketing group - one of the largest operators in this sector - maintains that the credibility of telemarketing is increasing all the time.

"A few years ago companies only saw the telephone as a pure selling technique - now they are more prepared to take note of its value as a marketing weapon in gathering market data, for example, and supporting other aspects

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Case study: Directional Design



David Goddard's Curtain Theatre etching

Quality clinches double prize

THE GOLD award at the annual Direct Marketing prize-giving in December was won by Directional Design for a campaign it prepared for its client KL Litho. At the same ceremony, the silver award, the Silver, was won by Directional Design, too, working for the same client. The first time that one company has picked up the awards for both the most outstanding piece of direct marketing and the best creative work.

KL Litho is a printing company which wants to extend its business in the City. It has just acquired, for £500,000, a six-colour machine which it considers ideal for the high quality printing needs of banks, stock brokers, insurance companies, and the like. Since it is difficult to distinguish one printing company from another, KL Litho determined to make its potential audience sit up.

The marketing company is actually a subsidiary of KL Litho, which has made things easier. Even so, the campaign, devised by John Stadden, an experienced direct marketer with the Post Office and Ford among his past clients, was a classic of its type. No expense was spared - each of the six shots planned, aimed at 2,000 firms, will cost £5,000. The prospective clients, marketing directors or print buyers, were meticulously checked out by name (many were habited by combing through the FT's appointments column); there was no buying in of an inaccurate list.

But what clinched the award for Directional Design was the quality of the mailing shot. The marketing company decided, not surprisingly, to show off the printing expertise of its client by preparing a history sheet based on the theme of the City being the birth place of the theatre. On top of this finely produced item, which was accompanied by information about KL's new machine, the recipient could send away for an etching by David Goddard of

the Curtain Theatre. The Curtain was near the site of the KL print works and gave Stadden the original idea for the campaign.

Two months after the first shot, in September, a second, this time devoted to markets in the City, was sent out. And there are four more to come, including coffee houses and the Port of London. The overall concept was that with the City in a bad way (at least in the autumn), and times changing so rapidly, it was a good idea to remind people of its past history and past achievements. Just to ensure that the mailing shot would be noticed in the time the subscriber lists before hanging up. The longer the recipient of the call lists, the higher the chance they have of receiving a letter or visit from a salesman.

A tape is activated describing the product or service and the computer measures the length of time the subscriber lists before hanging up. The longer the recipient of the call lists, the higher the chance they have of receiving a letter or visit from a salesman.

US research has found that computer systems - although not necessarily of the type described above - do improve productivity. A new report prepared for Pulse Train Technology, a computer-aided telemarketing company, found that automated telemarketers made 23 per cent more calls and 28 per cent more sales than their manual counterparts.

Users of computer-aided direct mail systems also report benefits such as lower administration, sales and postal costs and higher response rates.

Direct mail bureaux Printronix found that one of its clients, Newsweek, improved response by between 50-70 per cent merely through the use of personalisation.

The direct marketing industry is welcoming with open arms the opportunities that the falling cost of computerisation is bringing. Four or five years ago it was only the large specialist direct mail bureaux which could keep and maintain large databases - now a personal computer costing £2,000 can be used to keep a list of 30,000 names, analyse trends and select sales prospects. Thousands of high quality personalised letters can then be printed in a day or two using a 22,000 desktop laser printer.

There is concern in the direct marketing industry about potential abuses. The British Direct Mail Association, for example, has a database marketing committee which is mainly concerned with the ethical issues surrounding the growing use of databases which hold information on the public.

The committee is concerned that the ease with which the technology can be installed does not lead to abuse such as infringement of privacy. Mr Rimmer

Mail order

Challenging times

ANYTHING NEXT can do, Marks & Spencer believes it can do better. Following the much-vaunted launch earlier this year of the Next fashion chain's mail order catalogue, Marks & Spencer is this month expanding its embryonic mail order business by bringing out a catalogue for its fast-growing furniture and home furnishings activities.

The move has been long-awaited and is clear evidence of the new mood of dynamism in what had become rather a stagnant sector. Traditional mail order sales in the 1980s have underperformed the boom in overall retail spending - slumping from 4 per cent of all retail sales in 1980 to just 3.4 per cent in 1986.

Yet with sales of \$2.5bn last year, the traditional catalogue mail order business is easily the biggest segment of the direct marketing industry. The process of selling to customers in their home - rather than through normal high street outlets - has been the bedrock of direct marketing for many years.

But the industry is changing fast. Apart from the intervention of high street operators such as Next and Marks, the established operators have been forced into a series of rationalisations and amalgamations culminating in Marks & Spencer's recent takeover of the Freemans operation.

At the same time, the traditional operators have responded to changes in the retail sector by greater specialisation of their catalogues, aiming to reach the most niches in fashion that chains such as Next, Principles, and Richards have identified in the high street.

Established mail order companies, moreover, have also been joined in the 1980s by a plethora of smaller operators in the direct response sector - selling through the Sunday colour supplements items such as exercise bicycles and silk shirts to the new breed of "yuppie" consumers.

Not surprisingly, such a trading position has led to changes in the industry. Mail order operator Grafton, for example, was acquired by Next in 1985 to form the base for the fashion chain's own expansion plans in the sector.

Market leader in catalogue mail order is Great Universal Stores (GUS) which has about 40 per cent of the market, according to trade sources. GUS, which operates through a number of brand names - such as John England, Marshall Ward, and Kays - was blocked by the Monopolies and Mergers Commission in the mid 1980s.

At the same time, however, the UK mail order industry can look forward with some optimism to further growth in the 1990s coming from the harmonisation of the EC internal markets in 1992.

This move to break down internal barriers in Europe could create a mail order market of 370m consumers.

Yet UK companies will not find development of Europe-wide markets easy, especially since some countries in Europe are further along the road to developing more sophisticated home shopping systems.

In France, for example, a home computer system linked to the telephone, called Minitel, is given away free in some areas by the Government to encourage use of telephone services. This has led to the development of Telemarket in the Paris area - a home shopping system with over 5,000 users.

David Churchill

New technology

Two sides of the coin

NEW TECHNOLOGY has a Jekyll and Hyde image in direct marketing. On the one hand computers are taking the blame for the growing numbers of unsolicited phone calls and the unwanted letters that pour in almost every morning. On the other hand, the same technology is credited with dramatically improving productivity in sales and marketing.

The best examples of both these aspects of computerisation come from the US. In some states, for example, pressure to legislate is rising because telephone subscribers have been receiving calls from a computer which automatically detects the human voice.

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This is for two reasons: first, direct mail bureaux are offering value for money in terms of value added consultancy and support; second, in-house marketing departments have been slow to learn about the new opportunities, partly because of a scarcity of software.

The essential component of all

computer marketing software is the database management system which allows large lists of names and addresses to be stored along with other details such as personal history, occupation, disposable income and even decision-making capabilities. Although there are dozens of database packages on the market which can do all this, the real productivity gains result from the use of specialist facilities which are still not widely available at low cost.

Bureaux such as Printronics, and specialist software packages such as Mailbrain from Computer Factors and Profile from Pipbrook, include features such as date prompting, response analysis, and the de-duplication of names. Other facilities such as the ability to recognise the meaning of words such as "deceased" or "retired" or to pre-sort mailing according to post codes can be important.

Telemarketing is also experiencing a computer revolution, again centred on experienced specialist users but slowly spreading out to general marketing departments.

Mr Anthony Shelton, Marketing Services Manager of package supplier Pulse Train Technology, claims that users of computer-assisted telemarketing systems experience dramatic productivity improvements.

Using a system such as the company's Tel-All, a list of calls is generated in the morning. The telemarketer works through the list with engaged or no response numbers automatically rescheduled.

The use of computers in direct marketing is driving up the number of business telephone calls and letters - one reason why the Post Office and British Telecom are so accommodating. The increasing sophistication of data-base and analysis software will not reduce communication through direct marketing, only enable it to be more closely targeted.

Andrew Lawrence

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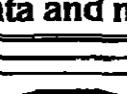
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Anthony Thorncroft

DIRECT MARKETING 3

ASKED why his financial company decided to focus its energies exclusively on direct marketing, the sales director replied: "Because I reach who I really want to, I can measure it, and my competitors don't know what I'm doing."

The direct marketing approach is one that companies are increasingly adopting in the business to business field, though not necessarily to an exclusive extent, on both sides of the Atlantic.

Drayton Bird, vice chairman of Ogilvy & Mather Direct, explains the reasons why. In essence, the buying process has changed, he says. "It is getting more complex." As a result, buyers of increasingly technically sophisticated equipment are confused. "They find it hard to keep up with the fast-changing states of the art."

Thirty years ago, business to business purchases, whether to buy more carbon paper or type writers, were relatively simple to make.

It was frequently just one person who bought everything a company needed in order to function, and they were easy to locate and relatively easy to reach by broad-brush advertising campaigns.

Nowadays products are vastly more complex. As well as the consequent "confused buyer" syndrome which Bird identifies, the purchases themselves are far more significant in terms of money.

Bird illustrates the point with an example of the marketing of a new telephone exchange, now a very competitive market. It is a purchase that concerns a number of different employees, all of whom might have a different motivation for buying, he says.

The chairman, for instance, may be looking for a prestige item. The technical director will be concerned with technical characteristics, the financial director with financial matters, and increasingly important, are the operators who will be concerned with how simple it is to operate.

"Because people now need more information to make informed decisions, the buying process has become more complex. The direct marketing

Feona McEwan on business to business marketing

Direct way to inform the confused buyer



Tony Cole: new product promotion a "staggering success"

approach enables a company to approach the various decision-makers as individuals," says Bird.

Research in the UK and the US indicates that people do want more information from their business direct mail, according to Bird. "Many prefer to get detailed, lengthy, comprehensive information initially on which to base their decisions, rather than an approach by a salesman," he says.

One of the biggest leaps for the direct marketing industry which has enabled far more efficient targeting of key decision-makers has been the extraordinary advances in computer technology.

Tony Cole, managing director of Milestone Direct, Marketing, a specialist agency, reports that there is an increasing incidence

decision makers and to generate qualified sales leads.

The various marketing consultancies involved collaborated to give a unified theme. The sales force, dealer network and hardware manufacturers were also fully integrated into the campaign.

Mailshots were forwarded to dealers to send out to decision-makers and an incentive scheme operated to ensure that leads were quickly followed up. Direct marketing techniques were used on the product pack entitling the purchaser to free products in return for providing details about his operation. These details were then added into the file database.

"Without a significant increase in advertising budget, sales targets were exceeded at a cost per sale of only £4.65," says Cole.

Another example was the El Lillo subsidiary, Elanco Products, a major supplier of animal products. The company had relied almost exclusively on trade press advertising but this had failed to increase market share satisfactorily and competition was increasing.

The company needed to generate high quality leads for both its salesforce and its distributors but was heavily reliant on vets to recommend and supply its products. However, there was no UK list of vets who treated cattle and pigs. So a letter explaining how Elanco could save vets' time, and how they could ensure they received only relevant information, was mailed to practice secretaries with a simple questionnaire asking details of the practice. Response was a high 80 per cent and a second mailing to non-respondents brought further results.

A similar exercise was conducted with farmers to establish the use of Elanco's and competitors' products. Those two groups gave a high response and gave Elanco a comprehensive database. The latter made it possible to run highly-targeted and personalised regional promotions based on an individual distributor's territory.

The databases enabled the company to promote a new product very effectively - the world's first non-hormonal growth-promoting bolus for cattle use.

The launch was "a staggering success," according to Cole, reaching sales targets in a matter of weeks rather than months. As a result, Elanco is considering integrating direct marketing techniques into its total marketing plan across Europe.

THE DIRECT marketing of financial services has been the fastest growing sector of the business, increasing over the last three years at an annual rate of more than 30 per cent.

On direct mail alone, financial services now spend some £50m a year, sending out nearly 200m items.

TSB is spending £11m in the direct marketing of the group's services during the current financial year. The budget for the coming year is £13.5m.

Barclays, NatWest, Lloyds and the Royal Bank of Scotland each spent £2m last year on direct mail and inserts in magazines.

Sun Alliance spent the greater part of its £10m advertising and marketing budget on the direct

marketing of insurance and life assurance products through off-the-page sales and direct mail.

Not even the stock market crash last October, or the forthcoming tightening of financial advertising regulations under the Financial Services Act, seems to be putting a brake on the expansion of a business which as recently as the early 1970s was widely viewed as a suspect occupation.

The reasons for the growth - and now acceptable face of financial direct marketing stem from the deregulation and proliferation of financial services. The consumer has been faced with an increasingly baffling variety and complexity of products: the supplier faced with daunting problems of carving a niche in a highly competitive market. Both clearly had something to gain from direct communication.

As major banks and financial institutions got involved, consumer confidence in the system has grown, encouraging further expansion. Marketers found that direct response campaigns were not only a cheaper substitute in many cases for salesmen but that their results could be easily and accurately measured.

But the engine which is now beginning to generate further expansion and which, it is confidently predicted, will make direct marketing far more important than brand advertising by the turn of the century, is the computerised database.

Banks, building societies, and insurance companies have woken to the fact that while they have been spending millions on advertising for new customers,

the customer still uses fewer than two different services from the same bank.

The financial institutions are thus becoming more professional in their approach to the market and the customer database offers huge potential advantages.

Computerised information about a customer, gained from providing one service, can be used to great effect in selling him other services. Markets can be precisely targeted: potential customers identified by age, salary, type of residence, family circumstances, and other aspects of life style, to give the marketer a clearer picture of who they are and what they want.

Philip Watts, TSB Group communications controller, predicts that the bank's computer system, introduced in 1970 to handle the bank's accounts and transactions, will soon be used for the greater part in marketing. The TSB has 1.9m individual shareholders. "Half of them are already customers," says Watts.

"But the other half is virgin territory for TSB group products. We are using direct marketing techniques to reach that new audience."

Kieron Flynn, direct marketing manager, general insurance, for Sun Alliance, one of the first big

companies into direct marketing in 1971, says: "We are busy developing our client database. We are trying to get the right pipelines to the right people. Our activities are getting more refined." Sun Alliance is handling the compilation of its database with considerable care. Customers who do not wish to receive promotional material will not get it.

But they are likely to be a very small minority. Contrary to widespread belief, research shows that people tend to become more responsive to more frequent mailing.

One US catalogue company increased its profits 10-fold over a three year period simply because it began to communicate with its customers 14 times a year instead of twice.

With more precise targeting, the chance of irritating customers with "junk mail" should diminish. For the marketers, the advantages are obvious, not least the promise, as Stuart Heather says, of "saving three million postage stamps and a couple of rain forests" by sending mail to a million customers instead of blanketing four million with the message.

Philip Watts suggests that the advent of cable television and the spread of home banking will increase the opportunities for marketers to get direct messages to selected customers.

The detailed customer profiles that many institutions are now building make some people nervous. "I don't really know why," says Rod Wright, managing director of Ogilvy & Mather Direct, one of the sector's leaders with billings of £40m. "It will enable a bank or any other financial institution to provide people with a much better, personal service."

In Britain, so far, Wright says, this process has "only got 30-40 per cent along the track." In many ways, adds Drayton Bird, O & M Direct's vice-chairman, the use of databases is still quite primitive. In theory they could fulfil the ultimate aim of marketing - to make selling superfluous by knowing and understanding the customer so well that his every need is anticipated.

"But too many think that you can sling information in one end and money comes out of the other," says Bird.

Many financial institutions are still not doing enough to improve service and build customer relationships. Philip Rawstorne

Case study: Automobile Association

More than motoring cover

DIRECT MARKETING lends itself to the efficiencies of modern technology much more than advertising does, and specialists in the industry soon build up a database of relevant information about customers and non-customers. This is especially true of major organisations like the Automobile Association.

Around five years ago the AA realised it could market much more to its almost seven million members than motoring cover and has considerably built up its revenue by extending its services.

One field it has pioneered is insurance, and it is the longest established in the UK for insurance broking on personal lines that is non-commercial business. Last year AA Protection and Insurance Planning, the life side of the AA's insurance activities, called upon WWA, the direct marketing company, to develop an approach for selling life insurance among its members.

It is a major project, with tremendous potential but, as ever in

direct marketing, WWA went for a pilot test. It selected 20,000 names and addresses from the AA files, on a fairly random basis. To cover what there was a partner was found for a service which would supply people with impartial advice on their insurance needs. The first mail shot was general in approach - would you like unbiased information on how you might plan for the protection of your family? At the same time it found out whether you were adequately covered already.

Those who responded to the initial enquiry received a lengthy questionnaire which went into everything from their income and family background, to their investments and current insurance cover. The response was at the anticipated level. WWA and the AA worked out a sophisticated software programme which converted the questionnaires into relevant practical information.

In essence, it told AA Protection and Insurance Planning just what the respondent needed

in adequate insurance cover, both now and in 10 and 20 years time. What would happen if one partner in a marriage died? What would happen to the family? What would happen to the education of the children - and how much extra insurance cover was needed to guard against such an eventuality?

Some, in particular single people, obviously did not need much protection; others could be seriously under-insured. The computer came out with long-term proposals, based on quotations from 20 insurance companies, which were then sent to the respondent in a third mailing shot.

This is now with the enquirers, and gives them a range of quotes for insurance cover. As a broker, the AA service uses a numerous insurance companies and thus avoids the hard sell methods of individual insurance companies, or controlled brokers. The recommendations are fitted to the known needs of the AA member, with the application forms completed by the computer

Anthony Thorncroft

Case study: the Army

Broader search for officers

THE ULTIMATE marketing dream is an advertising campaign which both boosts the image of the product and also increases its sales. The Army seems to have devised such an approach with its recent drive to recruit officers.

Its advertisements have always carried a coupon to inspire applicants, as a twin track to its well-established local recruitment efforts. But it took a visit by a top brass officer to the US to examine the American hard sell approach, and plus the appointment of a direct marketing agency, to shift the balance more towards off-the-page recruitment of officers.

In the end, the Army appointed RSVP, the newly-formed direct marketing subsidiary of its long-linked advertising agency, Collette, to spearhead its concentration on direct selling. RSVP has worked closely with the agency, using its creative approach built around colour page advertisements in the quality Sundays and dailies, plus a few tricks of the direct marketing world.

Because the advertising is both selling the Army, and recruiting

new officers, the client is prepared to carry a response rate which might seem low in conventional direct marketing terms.

One obvious innovation was to add a telephone number for enquiries. These went through to a handling house which sent an information pack within 12 hours. There was an immediate response, and the coupon pull-in rate was 10 per cent.

One important innovation was the creative element in the approach. It was designed to be enjoyable, and applicants were soon wrestling with "trivial Pursuit" type questions in the same book. Photographs were blended with graphics, and the whole mailing shot was decidedly un-sell.

Not surprisingly, the number of enquirers were double expectations, and the approach, perfected in the spring of 1987, is now repeated three times each year.

RSVP is building up a considerable database of information about young people interested in becoming army officers. In the past, the Army found it difficult to control the processing of prospective recruits: local offices were sometimes lax to themselves. Now the database, with

its information about every school, college and university in the country, masterminds the operation centrally, passing on respondents who have already shown some real interest in joining the Army. This greatly improves cost efficiency. It has also generated many more enquirers. The actual response rate seems to be a state secret but over 20 per cent of the initial enquirers go on to complete the introduction form.

So impressed is the Army by direct marketing that it is planning to extend the system to its recruitment of servicemen and Territorials. Collette, too, has been affected by the experience and is adapting its advertising to reflect the information pouring in from the direct marketing. It will take up to 18 months for a recruit to progress from the first telephone call to entering Sandhurst, so a complete evaluation of the new approach, which started early in 1987, is not yet possible. But all the signs are that it has proved a success.

Anthony Thorncroft

Financial services

Profits in the files

huge profits have been waiting to be gathered from their own customer files.

According to Stuart Heather, chairman of the MSW Rapp Collett agency, whose billings have doubled to £21m since 1985, the effectiveness of communication with existing customers is rapidly improving. Banks, for instance, have begun to take a lively interest in which services each of its customers is using.

"In Britain," says Heather, "they have always been bad at thanking people for being their customers. Now they are doing it.

They have realised that it is much better for business to keep existing companies happy, and to seek to meet their other needs, than to lose them and have to go out and win them back again."

For customer loyalty is not what it once was. Few people may actually change their bank. But only 19 per cent see their manager in any one year and only 52 per cent even visit their branch monthly. For many financial services, such as mortgages and loans, it has become natural to shop around. The average customer still uses fewer than two different services from the same bank.

The financial institutions are thus becoming more professional in their approach to the market and the customer database offers huge potential advantages.

Computerised information about a customer, gained from providing one service, can be used to great effect in selling him other services. Markets can be precisely targeted: potential customers identified by age, salary, type of residence, family circumstances, and other aspects of life style, to give the marketer a clearer picture of who they are and what they want.

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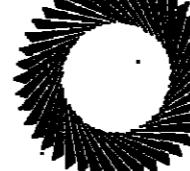
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COMMODITIES AND AGRICULTURE

EC Farm Ministers agree to reinstate hormone ban

By TIM DICKSON IN BRUSSELS

EUROPE'S FARM Ministers yesterday agreed to reinstate the controversial directive banning the use of hormones in meat production - despite the strong opposition of Britain's Agriculture Minister, Mr John MacGregor.

The 11 to one vote was taken yesterday afternoon after the European Commission had submitted its original proposal on this subject, which was approved by member states in December 1985.

This immediately became the subject of legal action by Britain against the Council of Ministers on the grounds that vital scientific evidence had been ignored, that the wrong legal base had been used for the directive, and that important procedures had been ignored. In a surprise judgement last month the European Court of Justice upheld the UK's case but only on the technical grounds that the Council had infringed its own rules of procedure.

The directive has inspired fierce criticism from the pharmaceuticals lobby and from important EC trading partners, notably the US, which threatened last year to start a trade war if the ban was not lifted.

Notwithstanding speculation that Mr Frans Andriessen, the EC's Farm Commissioner might want to revise some of the details the Commission decided yesterday to re-present the directive without changes.

Mr MacGregor reiterated Britain's strong opposition to the ban and argued that serious

trade problems could arise with third countries. He also pointed out that the prohibition of what he said were safe products was encouraging a rise in black market sales of hormone substances which were universally deployed and that there could be major difficulties for the intra-community meat trade. Reports from Italy, he added, showed that certain beef products had defied the previous ban.

Yesterday's decision means that the ban will be reinstated to January 1 - the starting date of the original directive - but the one-year delay for intra-Community trade in hormone-treated beef will stay. This was agreed last November as a means of averting the threatened dispute with the Americans.

Jamaica settles aluminium row

By CANUTE JAMES IN KINGSTON

THE JAMAICAN Government is to buy a 44 per cent stake in the local bauxite mining and refining operations of the Aluminum Company of America, ending a five-week dispute over the company's involvement in the industry.

Mr Edward Seaga, Jamaica's Prime Minister and Finance Minister, said the purchase will cost \$25.5m, bringing the Government's share in Alcoa's Jamaican operations to 50 per cent. The company already owns 6 per cent of the facilities, which produced on a 750,000 tonnes-a-year refinery.

The agreement follows the Government's objections to the conditions under which Alcoa re-named its refinery on February 1 three years after closing the plant because of weak demand for aluminium. In July 1985, the refinery was leased from Alcoa and reopened by Clarendon Alumina Productions, a state-owned company.

An apparent breakdown of negotiations between the Government and Alcoa for the state's purchase of the refinery was followed by Alcoa's decision to reclaim the plant from Clarendon. The Government argued, however, that it had not received from Alcoa any assurances that

it would operate the plant at full capacity, and that it would not close the facility except under conditions mutually agreed beforehand.

For its part, Alcoa asked the Government to ensure the right conditions for it to pursue its investment - a request taken by industry sources to be a call for reductions in the rates of a controversial production tax.

For the first 10 days after reclaiming the refinery, Alcoa was forced to feed the plant from stockpiled ore as the government refused to give it a mining permit. The permit was eventually granted, amid indications that the company and the Government were close to an agreement to resolve their differences.

In his statement, Mr Seaga said the dispute between Alcoa and the administration had been settled. "This 50-50 arrangement enables us to guarantee that the plant will operate to whatever capacity we desire by allowing us to take over any share of production which Alcoa does not desire," the Prime Minister reported.

He said there had also been an agreement that the refinery's capacity will be expanded to 1m tonnes per year. In addition to

mining ore to feed the refinery, Alcoa has undertaken to make direct exports of raw ore.

Alcoa and the Government had also differed on the timing of construction of a depository for the residue from the refinery. Mr Seaga said the agreement on the state's participation in the plant included provisions for an immediate start to the construction of the depository. He said also the agreement between his administration and Alcoa was "a remarkable one".

The conclusion of the deal will significantly ease concerns in the industry, which is expected to produce 7m tonnes of ore this year, compared with 7.9m tonnes in 1986. The expansion of the refinery and the agreement by Alcoa to ship raw ore is expected to lead to higher output than had been forecast.

Mr David Jones, director of Greenfields, an animal breeding company which is exhibiting for the first time, said BAEC's help had been invaluable. He said it will be "a tragedy if it disappears."

BAEC, which represents the agricultural supply and service industries rather than farmers or producers, reckons the market they cover is worth just over £1bn in British exports a year.

The organisation, founded 20 years ago as a government quango, has seen its membership decline from 170 to 120 in three years, partly because of recession in the industry.

British exhibitors here are particularly bitter since they believe that other European Community countries' export promotion much better, with national pavilions being funded by several trade associations at once, under government aegis.

According to Mr Claude Jean, the general secretary of the Paris agricultural salon, the show this year has 23 states exhibiting, though visitors come from more than 100 countries.

Paris is probably the biggest covered world agricultural show, with 100 exhibitors and 1,800 different 'makes' of agricultural equipment on show.

The show, contained in seven huge halls at the Porte de Versailles on the edge of Paris is less of a family show than Britain's Royal Agricultural Show in July. "It's on park business," said Mr Jean.

Alcan's most modern smelter, Grande Bé, north of Quebec City, with 171,000 tonnes capacity, is not unionised.

Alcan agrees pay pact with unions

By ROBERT GIBBONS IN MONTREAL

ALCAN ALUMINUM has reached a three-year pay pact with 13 unions representing 6,000 workers at three of its Quebec smelters. The plants have capacity of 552,000 tonnes of ingot a year.

Alcan and the unions have been negotiating since last June, and the last contract expired on August 31, 1987. The new one

runs to March 5, 1991.

The pact provides for pay increases of 3 per cent, 3.5 per cent, and 4.5 per cent for a total of 11 per cent, plus partial indexing to the cost of living. The indexing formula is unchanged.

Each worker also gets a \$1,000 lump sum payment.

The smelters accepting the pact are located north of Quebec

City and near Montreal. Another smelter outside Montreal, at Shawinigan, has been shut down since last October because Alcan was in dispute with another union. The new pay pact is expected to lead to a settlement at Shawinigan.

Alcan's most modern smelter, Grande Bé, north of Quebec City, with 171,000 tonnes capacity, is not unionised.

LONDON MARKETS

COCOA D/tonnes

Close	Previous	High/Low
Mar 940	977	957-945
May 955	963	955-955
Jun 1000	1010	995-1010
Aug 1008	1025	1020-1024
Oct 1038	1066	1057-1032
Mar 1085	1113	1100-1088

Turnover: 4800 (5118) lots of 10 tonnes

ICCO Indicator price (\$/tonne)

Close	Previous	High/Low
Mar 5471	5470	5470-5471
May 5471	5470	5470-5471
Jun 5471	5470	5470-5471
Aug 5471	5470	5470-5471
Oct 5471	5470	5470-5471
Mar 7 1283.10 (1291.14)		

COFFEE D/bag

Close	Previous	High/Low
Mar 1132	1177	1163-1152
May 1210	1259	1259-1257
Jun 1257	1289	1289-1285
Sep 1215	1259	1245-1215
Oct 1240	1285	1270-1240
Mar 1285	1311	1303-1290
Mar 1285	1315	1315

Turnover: 5471 (5118) lots of 5 tonnes

ICCO Indicator price (\$/tonne)

Close	Previous	High/Low
Mar 103.20	103.20	103.20-103.20
Oct 104.40	107.28	106.20-107.28
Oct 109.00	107.00	106.00-107.00
Dec 109.00	109.00	108.00-109.00
Mar 109.00	109.00	108.00-109.00
Mar 109.00	109.00	108.00-109.00

SPOT MARKETS

Crude oil (per barrel FOB)

Close	Previous	High/Low
Dubai	\$12.95-0.55	+0.45
Brent Blend	\$12.95-4.02	-0.025
W.T.I. (per桶)	\$16.40-6.45	+0.25

Oil products (NWE prompt delivery per tonne CIF)

Close	Previous	High/Low
Premium Gasoline	\$167-170	+0.05
Gas Oil (Soviet)	\$125-126	+0.05
Naphtha	\$83-85	+1.05
Petroleum Argus Estimates	\$107-140	+1.05

Other

Close	Previous	High/Low
Gold (per Troy oz)	\$436.50	+0.50
Silver (per Troy oz)	\$40-42	+0.05
Palladium (per Troy oz)	\$478.50	+1.00
Nickel (free market)	\$70.00	+0.50
Tin (European free market)	\$37.80	+0.05
Aluminum (free market)	\$2215	+0.05
Copper (LME)	\$105-106	+4.00
Lead (LME)	\$105-106	+4.00
Nickel (LME)	\$105-106	+4.00
Other		+0.00

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GAS OIL

Close	Previous	High/Low
Mar 224.00	225.00	223.00-225.00
May 225.00	226.00	224.00-226.00
Aug 226.00	227.00	225.00-227.00
Oct 227.00	228.00	226.00-228.00
Dec 228.00	229.00	227.00-229.00
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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Pound breaks through DM3.00

STERLING WAS hammed in on all sides and the authorities had no option but to uncup the currency at the DM3.00 level, according to a senior dealer at one of London's leading merchant banks. This comment was made after the pound rose yesterday to its highest level against the D-Mark for 18-months.

He added that there is also no reason to believe the Bank of England has any desire to prevent another upward move, having set an apparent ceiling of DM3.05 yesterday.

This was the level the central bank re-entered the foreign exchanges to sell sterling, having been absent in the early morning, when the pound surged upwards.

A level of DM3.10 is seen as the next target, where dealers suggest the market may be tempted to pause for breath. It was assumed the directive to let the pound move through its recent barrier against the D-Mark came to the Bank of England from the Chancellor, Mr Nigel Lawson, and the Treasury, ahead of next week's Budget.

Dealers feel the Bank of England had run out of room to manoeuvre on interest rates, and found it too expensive to continue selling the pound, taking D-Marks into the reserves.

The interest rate differential of about 6 percentage points in favour of London against Frankfurt makes UK assets particularly attractive at a time when there is no sign of losing any gain on the exchanges.

Mr Stephen Hannan, economist

at County NatWest, said the Government appears determined not to let industry escape from the consequences of high wage settlements, with a decline in the value of sterling simply in an attempt to remain competitive in export markets.

But he added it will have set a difficult target of defending exchange rate policy later in the year, unless the pound is slowly nudged lower in the near future.

Mr Hannan said he cannot see the Bank of England can move either way on interest rates, for fear of pushing sterling higher, or allowing overshooting, against the background of strong credit growth and strong economic expansion.

Sterling rose to DM3.0475 from DM2.9975 and climbed to FFR10.32 from FFR10.1425; to SF1.2515 from SF1.2425; compared with DM3.0000 on Friday. Sterling's fixing was the highest since September 15, 1986.

On the other hand the D-Mark advanced against the Italian lira, which is the weakest member of the European Monetary System.

At the Milan fixing the Bank of Italy sold an estimated DM320m, as the D-Mark was fixed at L737.15, against L736.79 on Friday.

The pound's index, on Bank of England figures, rose to 76.2 from 74.8.

The dollar's index fell to 93.9 from 94.5 as demand for sterling put downward pressure on the US currency. There were no new factors and the dollar was on the

sidelines, with dealers looking for a strong reaction on the foreign exchanges to the result of the Super Tuesday presidential primary elections.

The dollar fell to DM1.8765 from DM1.8985; to FFR5.8750 from FFR5.8880; and to Y128.10 from Y128.75.

D-MARK - Trading range against the dollar in 1987/88 is 8.8885 to L736.20. February average 1.6966. Exchange rate index 148.4 against 147.3 six months.

The dollar rose against the pound, but lost ground the strong pound in Frankfurt. The West German Bundesbank did not intervene when the dollar was fixed at DM1.8690, or when the pound was fixed at DM3.0320, compared with DM3.0000 on Friday.

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LONDON SHARE SERVICE

The French Prestige Fund

20 May 1987, Investment Services, Ltd.

1000 202 21902

Explanatory

7777174

Prestige Fund Limited

PO Box 14173, Hamilton, Bermuda

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May 29 1987 4.371

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Hambros Global Strategy Fund SA

20 May 1987, Investment Services, Ltd.

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Anchill Fund Co Ltd

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GT Assets Int'l Grubel

1000 202 21902

LONDON STOCK EXCHANGE

Account Dealing Dates		Last Account	
First Dealings	Last Dealings	Dealing Day	Dealing Day
Feb 22	Mar 3	Mar 4	Mar 14
Mar 7	Mar 17	Mar 18	Mar 24
Mar 21	Apr 7	Apr 8	Apr 18
New issue dealings may take place from 9.00 am on business days earlier			

THE SIGHT OF the Bank of England standing aside while the pound surged above DM 3.00 yesterday morning cast a sudden cloud over the first day of the new trading account in London's equity market. However, equities rallied from an initial setback as the big institutions refused to be alarmed and traders held fast to their view that a strong pound rules out any upward move in domestic interest rates.

Government bonds quickly put on a full point, holding these gains for the rest of the day on determined support which came from the trading houses rather than from retail investors.

The stock market was surprised by the sudden upswing in the pound against both the DM and the US dollar. There was a sell-off of dollar earners, such as Glaxo and Shell, and of other exporting groups such as ICI, which cut its sales in the German market under pressure.

The FTSE Index was 25 points down at the day's low point, but rallied to a net 163 off at 1812.8. Share volume, at 404.8m shares, although still an improvement on last month's woefully low levels, was below levels seen at the end of last week when the market turned onto the bull track.

The strength of sterling is good news on the interest rate front and that is the chief concern of the securities markets at present. With the pound above DM 3.00, any upward move in UK bank base rates seems out of the question at present. Consequently, the big investment houses took a fairly sanguine view of the pound's performance yesterday.

"We're not terribly worried", said Dr Arnab Banerji of Nomura Securities, a view echoed by analysts at several other securities houses.

At Warburg Securities, Mr Peter Warburton, economics analyst, said the pound's latest advance could, in any event, prove "a short term bubble". In itself, sterling at DM 3.04 is not a "killer" for the equity market, and, "Will this foreign exchange money still be there in three months' time?" he asked.

The market's optimism for a tax reforming Budget on March 15 was supported by the weekend press and equities staged a steady opening. In very early trading, share prices edged higher, despite the expected technical drag caused by ex dividend quotations for Shell and ICL. However, when sterling took the hit between its teeth, share prices

Pound's strength boosts Gilt-edged but exporting stocks suffer widespread falls

fall back right across the board.

With the effects of sterling's strength falling largely on the blue chip stocks, market indices fell quickly, and only a handful of major stocks could stand out against the trend. The news of a 1.1 per cent rise in final January retail sales was largely ignored in both bond and equity sectors.

The UK bond market was in good form as the exchange markets signalled the inflow of foreign money into London. Overall demand for UK Gilt's early last month provided the base for the recent upswing in the equity market.

Surprisingly, the authorities made no move to introduce a new stamp tax yesterday despite the strength of the fixed interest market. Long-dated bonds closed with gains of just over a full point after a good, but not exceptional day's trading.

The authorities had three choices: to commend the head of a leading US bank "either they could let the pound rise, which they did, or intervene against the pound, or finally, put interest rates down. Their behaviour looked like a desperate attempt not to put UK rates up, and the market saw that".

British Aerospace soared

as the board continued its round of presentations to the big institutions, stressing the prospective benefits for its balance sheet and earnings from the planned acquisition of Rover, the UK car manufacturer. Among the US firms, Chase Manhattan and Shearson Lehman Bros emerged as strong advocates of the deal - provided it can be struck on terms favourable to Aerospace.

Chase, believing the deal could have positive major impact on both earnings and assets, has issued a major recommendation to clients and it was a heavy buyer of Aerospace shares again - 8.2m traded yesterday. Shearson sees "hidden value" in Rover, which could balance a threatened decline in the military side of Aerospace. At 377p, the shares jumped 17, while Rover improved 5 to 82p.

But the advice from Nomura Securities was, "Sell Aerospace. Rover is the wrong acquisition". Plessey remained in the limelight as the group unveiled a £20m offer for Leigh Instruments, a Canadian manufacturer of defence communications equipment and currently in receipt of a £22m offer from another Canadian group, aerospace contractor IMD.

Plessey shares hardened to 172p in nervous trading as the market got wind of an announcement but subsequently dipped

back to close a net 2 down at 165p on turnover of 4.8m reflecting slight disappointment with the news.

Standard Chartered shares suffered a major setback in the wake of the resignation of Mr Michael McWilliam, the Chief Executive and the appointment of Mr Rodney Galpin as executive chairman, announced late on Friday.

Widespread comment on the possibility of a dividend cut and rights issue in the Sunday press caused a sharp mark down at the outset when the share price was lowered to 45p, accompanied by some aggressive selling, but the stock subsequently rallied to end the session a net 40 down at 47p, after turnover of 2.3m shares. A leading dealer in Standard remarked "the downside from here is limited simply because of the break-up value of the bank."

Rank Organisation, the entertainment group, were one of the day's best performers, rising 11 to 67p on news of the agreed acquisition of Abertor Entertainments of Pennsylvania, a leisure concern, for £102m.

Mr. Bruce Jones, analyst at Kitcat and Aitken, the securities house, rates the shares a strong buy in the wake of the purchase: "the acquisition appears geographically sound in a business the company knows well".

The immediate reaction of analysts to the news was that the find "could add around 70p a share to Enterprise's assets". Although not matching Enterprise in terms of price appreciation British Petroleum easily outperformed the former in terms of

Beecham, the UK pharmaceutical and consumer products group, closed a shade easier at 477p in line with the overall trend, but the shares are expected to push forward ahead of an article to be published on Friday in The Lancet, the UK premier medical journal concerning tests on the group's heart drug Emissal.

The Lancet plans to follow its article with a conference for investment analysts. Beecham hopes that Emissal will give it the means to tap into the highly profitable market for treating chronic diseases, which require long-term therapy.

Enterprise Oil were easily the best performer in an oil and gas sector that remained under pressure from the recent poor performance of crude oil prices. Official news that the drilling effort on North Sea Block 22-11 had produced a "significant oil field" - designated Nelson - containing reserves of between 150 to 175m barrels of oil triggered a welter of buying interest for Enterprise shares which immediately raced up to 326p before closing 10 higher at 325p on a turnover of 4.4m shares.

The clearing banks "outperformed the rest of the market" according to one dealer. After allowing for the dividend deductions Barclays were 3 higher at 513p, Lloyds 1 1/2 firmer at 285p and NatWest only 2 off at 500p. Midland were 6 down at 403p. Turnover in the sector was much reduced, traders said, with the notable exception of Lloyds' where in excess of 6.5m shares changed hands as vague takeover speculation continued to do the rounds.

ICI were unsettled by currency

influences and closed 1/2 lower at 104 1/2 xd.

Retailing stocks held well and included a firm feature in Dixons which moved up 7 to 192p following a substantial traded options business. Next dipped 4 to 289p ahead of Friday preliminary figures.

Turnover in the electronics

majors, Plessey apart, was much reduced. GEC, amid talk of an imminent joint venture with FKL, eased 2 to 158p on turnover of 2.4m shares, while Racal lost 5 to 220p on turnover of 2.3m.

Preliminary results from BSB,

which came out at 164.4m against estimates which had ranged up to as much as 171m, were deemed slightly disappointing and BSR shares gave ground to close 2 of 151p, while Dares Estates improved 1 1/2 to 35p awaiting today's preliminary figures.

The engineering sector showed a strong market and finally 11 higher at 245p ahead of preliminary results, scheduled for Thursday.

International stocks held up relatively well despite the adverse currency influences. Glaxo, interim results due on March 14, were only 1/2 off at 104 1/2 and Reckitt and Colman settled marginally lower at 224p.

Building issues were easier for choice, Redland, in which an incorrect trade of 5m shares caused early consternation, came back 7 to 428p; the bargain apparently related to 5,000 shares. Elsewhere, Costain slipped 2 to 317p, while Barratt Developments, interim results due on March 23, gave up 4 to 195p. Steartley lost 7 to 325p and PBR Industries sharpened 5 to 301p. Blue Circle, still underpinned by bid speculation, edged up 3 to 463p and Meyer International added a single block of 5m "new" at 63p.

The latter closed 2 higher at 65p while the "old" spurted ahead to close 4 up at 254p.

The clearing banks' upturn

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NYSE COMPOSITE CLOSING PRICES

Continued from Page 42

12 Month												12 Month																				
High	Low	Stock	Div.	Yld.	E	100s	High	Low	Stock	Div.	Yld.	100s	High	Low	Stock	Div.	Yld.	100s	High	Low	Stock	Div.	Yld.	100s	High	Low						
Continued from Page 42																																
325	9	OceanCo	4.4	303	374	750	104	-14	OceanCo	4.4	303	374	750	104	-14	OceanCo	4.4	303	374	750	104	-14	OceanCo	4.4	303	374	750	104				
185	51	Oxford	3.24	1.41	11	27	105	104	-14	Oxford	3.24	1.41	11	27	105	104	-14	Oxford	3.24	1.41	11	27	105	104	-14	Oxford	3.24	1.41	11	27	105	104
19	51	Oxford	50	4.0	4.21	42	12%	12	Oxford	50	4.0	4.21	42	12%	12	Oxford	50	4.0	4.21	42	12%	12	Oxford	50	4.0	4.21	42	12%	12			
			P	O																												
45	25	PHH	1.08	0.83	13	250	257	221	227	PHH	1.08	0.83	13	250	257	221	227	PHH	1.08	0.83	13	250	257	221	227	PHH	1.08	0.83	13	250	257	221
175	51	PHH	1.12	1.15	5	250	258	226	231	PHH	1.12	1.15	5	250	258	226	231	PHH	1.12	1.15	5	250	258	226	231	PHH	1.12	1.15	5	250	258	226
51	33	PHH	1.58	1.40	14	541	495	426	426	PHH	1.58	1.40	14	541	495	426	426	PHH	1.58	1.40	14	541	495	426	426	PHH	1.58	1.40	14	541	495	426
354	25	PPG	101.80	5.1	4	356	356	356	356	PPG	101.80	5.1	4	356	356	356	356	PPG	101.80	5.1	4	356	356	356	356	PPG	101.80	5.1	4	356	356	356
175	13	PPG	1.20	0.30	13	222	404	204	204	PPG	1.20	0.30	13	222	404	204	204	PPG	1.20	0.30	13	222	404	204	204	PPG	1.20	0.30	13	222	404	204
614	45	PPGCo	1.68	1.0	24	24	25	15	15	PPGCo	1.68	1.0	24	24	25	15	15	PPGCo	1.68	1.0	24	24	25	15	15	PPGCo	1.68	1.0	24	24	25	15
254	45	PPGCo	1.92	1.1	11	105	107	107	107	PPGCo	1.92	1.1	11	105	107	107	107	PPGCo	1.92	1.1	11	105	107	107	107	PPGCo	1.92	1.1	11	105	107	107
175	19	PPGCo	2.04	2.02	2	80	104	70	70	PPGCo	2.04	2.02	2	80	104	70	70	PPGCo	2.04	2.02	2	80	104	70	70	PPGCo	2.04	2.02	2	80	104	70
204	19	PPGCo	3.40	3.1	18	94	137	120	120	PPGCo	3.40	3.1	18	94	137	120	120	PPGCo	3.40	3.1	18	94	137	120	120	PPGCo	3.40	3.1	18	94	137	120
233	22	PPGCo	1.75	1.6	16	202	204	204	204	PPGCo	1.75	1.6	16	202	204	204	204	PPGCo	1.75	1.6	16	202	204	204	204	PPGCo	1.75	1.6	16	202	204	204
356	25	PPGCo	7.45	7.4	8	122	145	125	125	PPGCo	7.45	7.4	8	122	145	125	125	PPGCo	7.45	7.4	8	122	145	125	125	PPGCo	7.45	7.4	8	122	145	125
175	12	PPGCo	8.75	8.7	8	150	175	155	155	PPGCo	8.75	8.7	8	150	175	155	155	PPGCo	8.75	8.7	8	150	175	155	155	PPGCo	8.75	8.7	8	150	175	155
614	21	PPGCo	9.7	8.7	27	154	154	154	154	PPGCo	9.7	8.7	27	154	154	154	154	PPGCo	9.7	8.7	27	154	154	154	154	PPGCo	9.7	8.7	27	154	154	154
2	19	PPGCo	10.1	9.2	22	154	154	154	154	PPGCo	10.1	9.2	22	154	154	154	154	PPGCo	10.1	9.2	22	154	154	154	154	PPGCo	10.1	9.2	22	154	154	154
346	16	PPGCo	11.1	10.1	22	154	154	154	154	PPGCo	11.1	10.1	22	154	154	154	154	PPGCo	11.1	10.1	22	154	154	154	154	PPGCo	11.1	10.1	22	154	154	154
175	16	PPGCo	12.1	11.1	22	154	154	154	154	PPGCo	12.1	11.1	22	154	154	154	154	PPGCo	12.1	11.1	22	154	154	154	154	PPGCo	12.1	11.1	22	154	154	154
204	16	PPGCo	13.1	12.1	22	154	154	154	154	PPGCo	13.1	12.1	22	154	154	154	154	PPGCo	13.1	12.1	22	154	154	154	154	PPGCo	13.1	12.1	22	154	154	154
233	16	PPGCo	14.1	13.1	22	154	154	154	154	PPGCo	14.1	13.1	22	154	154	154	154	PPGCo	14.1	13.1	22	154	154	154	154	PPGCo	14.1	13.1	22	154	154	154
356	16	PPGCo	15.1	14.1	22	154	154	154	154	PPGCo	15.1	14.1	22	154	154	154	154	PPGCo	15.1	14.1	22	154	154	154	154	PPGCo	15.1	14.1	22	154	154	154
175	16	PPGCo	16.1	15.1	22	154	154	154	154	PPGCo	16.1	15.1	22	154	154	154	154	PPGCo	16.1	15.1	22	154	154	154	154	PPGCo	16.1	15.1	22	154	154	154
204	16	PPGCo	17.1	16.1	22	154	154	154	154	PPGCo	17.1	16.1	22	154	154	154	154	PPGCo	17.1	16.1	22	154	154	154	154	PPGCo	17.1	16.1	22	154	154	154
233	16	PPGCo	18.1	17.1	22	154	154	154	154	PPGCo	18.1	17.1	22	154	154	154	154	PPGCo	18.1	17.1	22	154	154	154	154	PPGCo	18.1	17.1	22	154	154	154
356	16	PPGCo	19.1	18.1	22	154	154	154	154	PPGCo	19.1	18.1	22	154	154	154	154	PPGCo	19.1	18.1	22	154	154	154	154	PPGCo	19.1	18.1	22	154	154	154
175	16	PPGCo	20.1	19.1	22	154	154	154	154	PPGCo	20.1	19.1	22	154	154	154	154	PPGCo	20.1	19.1	22	154	154	154	154	PPGCo	20.1	19.1	22	154	154	154
204	16	PPGCo	21.1	20.1	22	154	154	154	154	PPGCo	21.1	20.1	22	154	154	154	154	PPGCo	21.1	20.1	22	154	154	154	154	PPGCo	21.1	20.1	22	154	154	154
233	16	PPGCo	22.1	21.1	22	154	154	154	154	PPGCo	22.1	21.1	22	154	154	154	154	PPGCo	22.1	21.1	22	154	154	154	154	PPGCo	22.1	21.1	22	154	154	154
356	16	PPGCo	23.1	22.1	22	154	154	154	154	PPGCo	23.1	22.1	22	154	154	154	154	PPGCo	23.1	22.1	22	154	154	154	154	PPGCo	23.1	22.1	22	154	154	154
175	16	PPGCo	24.1	23.1	22	154	154	154	154	PPGCo	24.1	23.1	22	154	154	154	154	PPGCo	24.1	23.1	22	154	154	154	154	PPGCo	24.1	23.1	22	154	154	154
204	16	PPGCo	25.1	24.1	22	154	154	154	154	PPGCo	25.1	24.1	22	154	154	154	154	PPGCo	25.1	24.1	22	154	154	154	154	PPGCo	25.1	24.1	22	154	154	154
233	16	PPGCo	26.1	25.1	22	154	154	154	154	PPGCo	26.1	25.1	22	154	154	154	154	PPGCo	26.1	25.1	22	154	154	154	154	PPGCo	26.1	25.1	22	154	154	154
356	16	PPGCo	27.1	26.1	22	154	154	154	154	PPGCo	27.1	26.1	22	154	154	154	154	PPGCo	27.1	26.1	22	154	154	154	154	PPGCo	27.1	26.1	22	154	154	154
175	16	PPGCo	28.1	27.1	22	154	154	154	154	PPGCo	28.1	27.1	22	1																		

Sales figures are unofficial. Yearly highs and lows are previous 52 weeks plus the current week, but not trading day. Where a split or stock dividend amount is over 100 per cent or more has been paid, the year's high-low dividend are shown for the new stock only. Unless noted, rates of dividends are annual distributions for the latest declaration.

a-dividend also extra(a), b-annual rate of dividend, c-equivalent dividend, cld-called, d-declined, e-dividend declared or paid in preceding 12 months, f-dividend declared in Canadian funds, subject to 15% non-resident withholding tax, g-dividend declared after split-up or stock dividend, h-dividend declared this year, omitted, deferred, or no action taken, i-dividend meeting, k-dividend declared or paid this year, l-cumulative issue with dividends in arrears, n-new issue, o-best 52 weeks. The high-low range begins with the previous trading day, not day delivery. P/E-price-earnings ratio declared or paid in preceding 12 months, plus dividend, q-stock split. Dividends begin with date of declaration, t-dividend paid in stock in preceding 12 months, u-cumulative cash value on ex-dividend or ex-distribution date, v-new high, v-trading history, w-in bankruptcy or being reorganised under the Bankruptcy Act, x-companies assumed by such companies, wd-distribution assumed, xw-with warrants, x-ex-dividend or ex-right, xrd-redistribution, xw-without warrants, y-ex-dividend and ex-right, yd-yield, z-sales in full.

JAMEX COMPOSITE CLOSING PRICES

AMERICA

Modest downward trend continues

Wall Street

US equities yesterday failed to emulate substantial gains of the past two Monday sessions and closed very little changed from last Friday, writes Janet Bush in New York.

The Dow Jones Industrial Average finished 1.49 points lower at 2036.37. About 153m shares changed hands. A week ago, the Dow had managed a healthy gain of 48.41 points and a rise of 27.70 points on the previous Monday.

Those gains had prompted some enthusiasm for further gains in the stock market, particularly in view of the new caution in the bond market.

However, in each of the past two weeks, stocks followed those Monday gains with a string of desultory performances which tended to erode optimism.

Last Friday, the market closed marginally lower in spite of the jump in employment which pushed the bond market nearly two points lower. This pattern of modest movements and an inability to respond to good news seemed to continue yesterday.

The government bond market was also subdued as prices first stabilised after last Friday's col-

lapse on news of a startling rise in employment last month and then edged lower again.

By late trading, the Treasury's benchmark 8.375 per cent long bond was quoted a point lower, its low for the day, to yield 8.51 per cent.

The employment figures seemed to have put to rest hopes which have buoyed the bond market so far this year that the US Federal Reserve would ease monetary policy to stave off sharply lower economic growth.

Although there were some problems in interpreting Friday's figures, which many think were boosted by seasonal adjustment factors, the numbers were still strong enough to weigh against the recessionary view which had prompted the strong rally in bonds earlier this year.

Mr Robert Chandross, bond market economist for Lloyds Bank in New York, said Friday's figures had led to a marked shift in mood. "There was an identifiable group in the market which believed the Fed would ease in response to a weak economy. That group has now had to adjust its expectations."

He said Friday's figures ruled out lower interest rates and the bond market would likely trade

in a narrow range, perhaps until the next set of US trade figures.

The only economic news released yesterday was the latest report by National Purchasing Managers, used by some analysts as a key indicator of consumer demand. The report showed a 2.5 per cent decline in the managers' composite index to 54.9 per cent in February compared with January.

Most analysts saw the drop as fairly modest and said the figures provided evidence that, while consumer demand was slowing, the trend was not dramatic. The report seemed to have little effect on the bond market.

The other major factor in financial markets yesterday was a soaring pound which put pressure on the dollar against most major currencies. However, the weakness of the dollar seemed to have little direct effect on either stocks or bonds.

In the equity market, takeover stocks were active. One of the largest movers was Roper Corp which jumped \$11 to \$48.35 after news of a \$45 a share offer by General Electric which rivals the \$37.50 a share bid by Whirlpool Corp which signed a merger agreement with Roper last month.

ASIA

Nikkei eases as caution takes hold

Tokyo

A WAIT-and-see mood prevailed in Tokyo yesterday, leaving the market weaker at the close, writes Shigeo Nishiwaki of *Japan Press*.

The Nikkei average ended 10.99 points lower at 25,616.58, having reached a high of 25,642.58 against a low of 25,567.63.

Volume fell to 826m shares from Friday's 1,350m shares and declines led advances by 443 to 414, with 183 issues unchanged.

There was no significant news to give the market direction for the start of the week and concern over rising prices increased following last week's strong performance.

Giants, which have been leading the recent rise, continued to attract buying interest in early trading. But their popularity faded towards the close.

Nippon Kokan topped the active list with 144.6m shares changing hands and rose 7% at one stage, bolstered by buy orders from Nomura Securities for 67m of the company's shares. The issue came under selling pressure later to close 4% up at what was still a record high of Y380.

Nippon Steel, the second largest issue with 47.1m shares traded, advanced Y5 briefly, but ended Y2 lower at Y341, while Mitsubishi Heavy Industries, third with 37.18m shares, finished Y6 higher at Y67 after gaining Y12 at one stage. Ishikawajima-Harima Heavy Industries fell Y5 to Y780 and Kawasaki Steel Y4 to Y38.

Among recently popular large-capital chemical issues, Mitsui Toatsu Chemicals was the eighth most active stock with 16.4m shares, closing Y14 higher at Y775.

Buying interest shifted to high-priced blue chips in late trading. Matsushita Electric Industrial added Y80 to Y2,520, Pioneer Electronic Y10 to Y2,200, Y3,300, Soyu Y10 to Y5,270 and NEC Y40 to Y2,140.

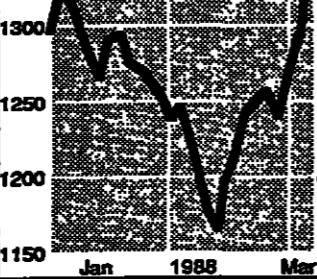
Cars fared well on the strength of strong sales supported by steady consumer buying. Toyota Motor, 10th most active with 15.5m shares, ended Y30 higher at Y2,420 after exceeding its record high of Y2,460, set on October 14 last year.

Among the day's other rises was Minebea, up Y32 at Y959. But

Australia

All Ordinary Index

1950



maximum allowable single-day gain of Y100 to Y855.

Australia

FIRMER international gold prices and renewed offshore interest helped push up prices, with the All Ordinaries index rising to its highest for the year, up 25.9 at 1,224.

The gold index added 67.4, or 4.3 per cent, to 1,601.9, with gold stock Australian Consolidated Minerals up 20 cents to A\$3.65, Metana 26 cents higher at A\$7.06, and Sons of Gwalia 56 cents stronger at A\$6.30.

In resource stocks, CRA jumped 22 cents to A\$6.02, with 3m shares traded. Western Min-

ing Corp advanced 16 cents to A\$4.62 and MIM 8 cents to A\$1.66.

Industrial stocks to gain included Adsteam and Lend Lease, both up 20 cents at A\$4.70 and A\$1.80 respectively. News Corp climbed a solid 40 cents to A\$12.20 and PTR Nylex was up 24 cents to A\$7.84.

BHP saw demand from both local and overseas buyers, ending 14 cents up to A\$6.94. In the construction and property sector, Hooker, subject of a A\$21.7m bid by chairman Mr George Herscu's family company, closed 15 cents higher at A\$2.33.

The 5.1 per cent bond, which has a higher yield than that of the benchmark issue and falls due in June 1998, attracted buyers at one stage, with its yield dropping from Saturday's 4.545 per cent to 4.510 per cent before ending at 4.550 per cent.

Osaka Securities Exchange prices closed slightly lower, hit by the yen's firmness against the dollar.

The 250-issue OSE stock average ended 10.87 points lower at 25,599.10. Volume was estimated at 121m shares, down 100m shares from Friday.

Taiyo Paper dipped Y10 to Y2,130 under profit-taking pressure, while Ono Pharmaceutical shared Y90 to Y6,900. But Tateho Chemical Industries scored a

16 cents to Y100 to Y855.

Hong Kong

LATE profit-taking reduced the day's gains and the market closed narrowly mixed on improved turnover.

The Hang Seng index ended the day down 1.98 to 2,470.4, having risen more than 20 points in early trading. Turnover was HK\$464m against HK\$779m on Friday.

The market is expected to remain active pending the release in coming weeks of corporate results, which are forecast to be favourable.

Hong Seng Bank, due to report on Friday, added 50 cents to HK\$30.75. Hong Kong Bank, which reported on March 15, was hit by profit-taking and ended off 5 cents at HK\$7.25.

Singapore

SMALL investors dominated trading as institutions held back in the absence of fresh news, and the market closed lower across the board on profit-taking.

The Straits Times Industrial index dropped 4.86 to 915.74 in light trading as cautious investors took profits following previous falls in Tokyo and on Wall Street. The neutral Budget presented on Friday had been largely discounted by the market.

Price changes were mostly marginal except for a handful of blue chips and quality stocks. Turnover fell to 18.4m shares from 24.5m on Friday.

"The market's going to go right through the roof if they strike oil," said one analyst. "But if the project fails, the whole market will have to suffer."

Existing oil production in

Oil well fears hit Manila

INVESTORS fears that a key oil drilling site in the Philippines would turn out to be dry sent share prices plunging in Manila yesterday for the second session running, writes *Our Markets Staff in London*.

The composite index fell 20.36 to 748.41 after a 19 point drop on Friday, giving it a two-day loss of almost 5 per cent.

Disappointment stemmed from news that drilling at the Victoria consortium's prospect 70 miles north of Manila had been extended. A strike there would be the first major oil find for the Philippines and the lack of definite news over the weekend depressed investors who had been expecting a breakthrough.

Existing oil production in

the Philippines provides only about 5 per cent of the country's requirements according to a mineral resources analyst at London brokers James Capel. "In terms of what an oil strike would do for the country, it's almost indescribable, because of the heavy dependence on imports," he said.

The market has been dominated by speculation over the well for the past six weeks. Yesterday the oil index dropped 0.412 to 6.058 but the mining index managed a 3.23 rise to 4.525.

"The market's going to go right through the roof if they strike oil," said one analyst. "But if the project fails, the whole market will have to suffer."

FT - ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	MONDAY MARCH 7 1988				FRIDAY MARCH 4 1988				DOLLAR INDEX			
	US Dollar Index	DM's Change %	Pound Sterling Index	Local Currency Index	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Local Currency Index	1987/88 High	1987/88 Low	Year ago (approx)	
Australia (91)...	107.35	+2.5	97.52	97.85	4.28	104.77	97.56	95.95	180.81	85.36	112.45	
Austria (16)...	89.36	+1.5	72.85	77.78	2.69	88.04	73.58	77.32	102.87	84.35	93.96	
Belgium (49)...	137.45	+3.2	112.06	118.97	4.01	133.20	111.32	116.22	147.45	94.63	111.46	
Canada (126)...	118.94	+0.5	96.57	108.17	3.04	118.39	98.94	107.72	141.78	98.15	123.30	
Denmark (24)...	122.34	+0.7	88.92	102.65	2.78	120.05	101.72	101.02	124.83	98.18	110.85	
Finland (23)...	118.56	+0.5	81.56	101.33	1.77	118.56	97.22	99.83	127.77	98.15	110.85	
France (122)...	85.88	+0.3	70.02	76.45	3.92	85.64	71.57	78.81	121.28	72.77	114.11	
Germany (94)...	78.24	+0.9	63.79	68.20	2.72	77.53	64.79	68.10	104.93	67.78	89.38	
Hong Kong (46)...	96.02	+0.1	78.28	96.14	4.42	95.89	90.13	96.01	158.68	73.92	110.83	
Ireland (4)...	117.87	+0.5	96.10	102.00	4.21	116.82	97.65	102.85	149.00	84.01	110.83	
Italy (54)...	127.45	+0.5	96.96	102.00	2.22	126.51	91.65	102.35	122.11	62.99	95.36	
Japan (457)...	143.67	+0.4	132.43	132.53	0.53	142.97	134.20	132.63	165.67	100.00	120.20	
Malaysia (36)...	114.84	-0.7	93.63	113.87	3.28	115.60	96.61	114.62	193.64	92.76	135.22	
Mexico (14)...	176.05	-0.3	145.53	147.91	0.81	176.54	147.54	140.02	422.59	90.07	126.61	
Netherlands (37)...	103.55	+0.1	94.42	99.00	5.12	103.42	86.44	89.52	131.41	87.70	105.43	
New Zealand (23)...	72.17	+1.1	58.84	57.46	5.67	71.38	59.65	57.05	138.99	64.42	72.22	
Norway (2)...	122.45	+0.5	91.85	98.32	3.17	120.92	92.01	92.01	174.28	81.21	117.97</td	